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ABSTRACT

This study is the third in a series of reports on salary schedules in effect at institutions of higher education that grant the 4-year bachelor's or higher degree. The first three sections of the report contain an overview of the characteristics of the salary schedules in 171 public and 320 non-public 4-year institutions, followed by detailed reviews of scheduled minimum and maximum salaries and the increment structure. The next section lists the scheduled minimum and maximum salaries and number of increments by rank for each institution that did not withhold permission for these data to be published. The salary schedules from five institutions are reproduced in the final section as representative examples of comprehensive statements of salary policies. (Author/AF)

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Higher Education Series

RESEARCH REPORT 1970-R13

Faculty Salary Schedules in Colleges and Universities, 1969-70

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Research Report 1970-R13: *FACULTY SALARY SCHEDULES IN COLLEGES AND UNIVERSITIES, 1969-70*

Project Director: WILLIAM S. GRAYBEAL, *Assistant Director*

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FOREWORD

THIS THIRD STUDY of salary schedule documents used by institutions of higher education granting the bachelor's or higher degree was conducted in response to the growing need for comparative salary schedule data and their increased use in improving faculty salaries in American institutions of higher education.

Like its predecessors in this series, this report describes the contents of the schedules, policies regarding schedule structure, minimum and maximum salaries, and increments. Included are a listing of colleges and universities with their scheduled minimum and maximum salaries, and five examples of schedules for illustrative purposes. The salary schedules analyzed in this report vary widely in format, content, and precision. Therefore, readers should note the limitations described and take them into consideration when making interpretations.

The NEA Research Division expresses appreciation to the staff and faculty of the colleges and universities who provided the basic data and to the five institutions that gave the Division permission to reproduce their schedules and policies.

This report was prepared by William S. Graybeal, Assistant Director, with the assistance of Nina C. Simmons, Staff Associate, and the supporting units of the Research Division.

GLEN ROBINSON
Director, Research Division

INTRODUCTION

THIS STUDY is the third in a series of reports on salary schedules in effect at institutions of higher education which grant the four-year bachelor's or higher degree; it supplements and extends the summaries of major salary-related policies of four-year institutions reported in the biennial survey, Salaries in Higher Education, 1969-70. (Salary schedules of two-year institutions are reported in a separate study.) The information given here is derived from the salary schedules supplied by the four-year institutions in connection with the 1969-70 survey of salaries paid.

The first three sections of this report contain an overview of the characteristics of the salary schedules in 171 public and 320 nonpublic four-year institutions, followed by detailed reviews of scheduled minimum and maximum salaries, and the increment structure. The next section lists the scheduled minimum and maximum salaries and number of increments by rank, for each institution which did not withhold permission for these data to be published. The salary schedules from five institutions are reproduced in the final section as representative examples of comprehensive statements of salary policies.

The institutions in this survey are grouped in two ways: (a) by the control, type, and size grouping used in the 1969-70 biennial salary survey; and (b) by institutional type and source of control of the salary scale.

The quantitative tables on levels of minimum and maximum scheduled salaries group the institutions by the classifications used in Salaries in Higher Education, 1969-70. This stratification is shown in Table 1 together with the percentages reporting use of a salary schedule. Universities are defined as complex institutions with three or more graduate schools.

The summaries of salary schedule provisions other than the levels of minimum and maximum salaries involve the 171 public and 320 nonpublic institutions grouped as follows:

Public Institutions

State-wide systems--colleges and universities whose salary schedules are established on a state-wide basis (these are

largely institutions in Stratum VI, but some institutions in Strata I-III are included).^{1/}

Universities--all public universities which are not part of a state-wide system having a single salary schedule for all public institutions in the state (institutions in Strata I-III).

State colleges--all public colleges which are not part of a state-wide system having a single salary schedule for all public colleges in the state (non-state-wide institutions in Stratum VI).

Nonpublic Institutions

Universities--institutions in Strata IV and V

Colleges--institutions in Strata VII-IX

Table 1, which provides a summary of the coverage of the present study, shows the response rate of various types of institutions in the biennial survey of salaries in higher education, the percentage of respondents which reported the use of a salary schedule and the percentage of those reporting presence of a salary schedule represented by the number of schedules analyzed in this study. This table shows that the response rate is higher for universities than for colleges, the reported use of salary schedules is more widespread among colleges than among universities, and the schedules reviewed in the present study represent a higher proportion of the public institutions reported to have schedules than among the nonpublic institutions reported to have schedules.

The summary below shows that compared with the total number of institutions, those having salary schedules are most prevalent in the Northeast where over half the institutions (54.6 percent) have schedules, and least prevalent in the Middle states where one-third (33.9 percent) of the institutions reported use of a schedule. The summary shows, also, that among

^{1/} The following states have a state-wide salary schedule: California, Connecticut, Louisiana, Maine, Maryland, Massachusetts, New Jersey, Oregon, Pennsylvania, Rhode Island, Tennessee, Vermont.

TABLE 1.--NUMBER AND PERCENT OF INSTITUTIONS PARTICIPATING IN THE 1969-70 SALARY SURVEY USING
SALARY SCHEDULES WHICH ARE REVIEWED IN THIS REPORT

Stratum	Type and enrollment of institution	Institutions invited to participate	Institutions responding		Institutions reporting use of salary schedule		Number of schedules in this report as percent of institu- tions reporting use of a salary sched- ule	
			Number	Percent	Number	Percent	Number	Percent
1	2	3	4	5	6	7	8	9
PUBLIC INSTITUTIONS								
	Public universities	238	218	91.6%	97	44.5%	86	88.7%
I	Universities, 10,000 or more enrolled ..	85	82	96.5	35	42.7	27	77.1
II	Universities, 5,000 to 9,999 enrolled ..	85	79	92.9	32	40.5	32	100.0
III	Universities, fewer than 5,000 enrolled	68	57	83.8	30	52.6	27	90.0
VI	State colleges (and other public colleges)	207	156	75.4	88	56.4	85	96.6
	Total public	445	374	84.0%	185	49.5%	171	92.4%
NONPUBLIC INSTITUTIONS								
	Nonpublic universities	140	109	77.9%	38	34.9%	31	81.6%
IV	Universities, 5,000 or more enrolled ..	55	40	72.7	12	30.0	10	83.3
V	Universities, fewer than 5,000 enrolled	85	69	81.2	26	37.7	21	80.8
	Nonpublic colleges	1,049	658	62.7	344	52.3	289	84.0
VII	Colleges, 1,000 or more enrolled	308	221	71.8	115	52.0	100	87.0
VIII	Colleges, 500 to 999 enrolled	351	250	71.2	137	54.8	123	89.8
IX	Colleges, fewer than 500 enrolled	390	187	48.0	92	49.2	66	71.7
	Total nonpublic	1,189	767	64.5%	382	49.8%	320	83.8%
	TOTAL	1,634	1,141	69.8%	567	49.7%	491	86.6%

public institutions the use of schedules is most prevalent in the Northeast (63.2 percent of the universities and 90.4 percent of the colleges), followed, in order, by the West, Southeast, and the Middle states. The pattern of prevalence among nonpublic universities follows that of public institutions but the extent is from one-third to one-half as widespread as among public institutions of a given region. The prevalence among nonpublic colleges remains at a relatively stable level of about two-fifths of the nonpublic institutions in each geographic region.

Region	Percent of institutions with salary schedules				Total
	Public uni- versi- ties	Public col- leges	Non- public uni- versi- ties	Non- public col- leges	
	I-III	VI	IV-V	VII-IX	
North-east ..	63.2%	90.4%	42.3%	46.6%	54.6%
South-east ..	38.3	28.3	15.4	44.3	38.2
Middle ..	10.3	39.1	8.7	41.5	33.9
West ..	53.2	45.7	23.8	44.1	45.0
TOTAL .	39.5%	54.5%	28.4%	43.9%	43.0%

Both public and nonpublic institutions with large enrollments contain a proportionately larger number of faculty members than do the smaller institutions. Thus, the salary schedule provisions relating to one-sixth of the public institutions (in Strata I) affect about two-fifths of the total number of faculty members in public institutions as shown below:

Institution grouping	Institutions		Faculty	
	Num- ber	per- cent	Num- ber	Per- cent
Public universi- ties (by enroll- ment)				
I--10,000 or more	27	15.8%	21,949	40.9%
II--5,000-9,999 .	32	18.7	12,230	22.8
III--less than 5,000	27	15.8	5,456	10.2
State colleges				
VI	85	49.7	14,010	26.1
TOTAL	171	100.0%	53,645	100.0%

The salary schedule provisions of the nonpublic universities, less than one-tenth of the nonpublic institutions, affect almost one-third of the total faculty covered by schedules in nonpublic institutions.

Stratum type institution grouping	Institutions		Faculty	
	Num- ber	Per- cent	Num- ber	Per- cent
IV--Universities, 5,000 or more enrolled	10	3.1%	5,710	22.0%
V--Universities, fewer than 5,000 enrolled	21	6.6	2,424	9.4
VII--Colleges, 1,000 or more enrolled	100	31.3	10,074	38.9
VIII--Colleges, 500-999 enrolled	123	38.4	6,174	23.8
IX--Colleges, fewer than 500 enrolled	66	20.6	1,520	5.9
TOTAL	320	100.0%	25,902	100.0%

When the public institution schedules are regrouped for the analysis of scheduled salaries, the summary shows that salaries scheduled on a state-wide basis affect nearly one-half the faculty employed in public institutions with scheduled salaries.

Institution grouping	Institutions		Faculty	
	Num- ber	Per- cent	Num- ber	Per- cent
Universities	45	26.3%	21,200	39.5%
State colleges ..	45	26.3	6,954	13.0
Institutions in state systems .	81	47.4	25,491	47.5
TOTAL	171	100.0%	53,645	100.0%

TABLE 2.--DISTRIBUTION OF PUBLIC AND NON-PUBLIC UNIVERSITIES AND COLLEGES, BY CONTROL, SIZE OF ENROLLMENT AND GEOGRAPHIC REGION, 1969-70

BY GEOGRAPHIC REGION, TYPE OF ENROLLMENT, AND SECONDARY SOURCE, 1959-60										
GEOGRAPHIC REGION	PUBLIC UNIVERSITIES			PUBLIC COLLEGES	NON-PUBLIC UNIVERSITIES		NON-PUBLIC COLLEGES			TOTAL
	10,000 OR MORE	5,000- 9,999	LESS THAN 5,000		5,000- OR MORE	LESS THAN 5,000	1,000 OR MORE	500- 999	LESS THAN 500	
1	2	3	4	5	6	7	8	9	10	11
NORTHEAST	6	8	10	47	10	12	40	34	16	183
SOUTHEAST	3	10	10	13	0	2	18	28	8	92
MIDDLE	4	0	2	9	0	2	30	43	27	117
WEST	14	14	5	16	0	5	12	18	15	99
TOTAL	27	32	27	85	10	21	100	123	66	491

CONTENTS OF SALARY SCHEDULES

THE MATERIALS sent in response to the request for a copy of the salary schedule varied from a copy of the faculty handbook to handwritten figures in the margin of the questionnaire giving the ranges of salaries at each rank. It is likely that many institutions have statements of policy in several of these salary schedule-related areas but did not forward them with the statement of their current scheduled minimum and maximum salaries. As a result, the summary in this section should be interpreted in very general terms. A summary of the presence of several types of provisions is given in Table 3.

As evidenced by the data summarized in Table 3, the salary schedules in public institutions tend to be more comprehensive in scope of the provisions included than those in nonpublic institutions.

By definition, the salary schedules provide for minimum and maximum salaries. Almost 3 public institutions in 5 (56.7 percent), but only 3 nonpublic institutions in 10 (30.0 percent) refer to an increment structure in their salary schedules. Provision for a series of regular increments is made in more than half of the public institution schedules (53.2 percent), but in only one-fifth (20.9 percent) of the nonpublic institution schedules.

While most schedules show the numbers and/or amounts of increments, the basis on which these are awarded is not always clear. The provisions either specify that the increments are not necessarily awarded annually, make no commitment about the conditions required for the increments, or clearly specify that the increment structure provides an annual increment for faculty whose service is satisfactory. The clear commitment to an annual increment for faculty with satisfactory service is given in approximately one-fourth of the public institution schedules (24.6 percent), and in about one-eighth of the schedules of nonpublic institutions (13.8 percent).

A few public institution schedules (17.5 percent) identify the presence and qualifications needed for merit or longevity increments; this is about half as prevalent in the nonpublic institutions. The requirement of additional educational credits for scheduled salary increments is almost nonexistent among salary schedules, appearing in only about 1 per-

cent of the documents of public institutions (1.2 percent) and 2 percent of those of nonpublic institutions (1.6 percent).

The minimum requirements for appointment or promotion to each rank are identified in the salary schedules of 2 public institutions in 5 (40.4 percent) and by slightly more than one-third of the nonpublic institutions (35.3 percent). Provision for differentiation of salaries for faculty within a given rank based on the highest level of education completed is described in the salary schedules of about one-fourth of the public institutions (25.7 percent), twice as prevalent as in nonpublic institutions (12.2 percent).

About one schedule in eight from public institutions (13.5 percent) and an insignificant number of the nonpublic institution schedules specify limits, if any, on the proportions of faculty which may have a given rank.

By definition the salary schedules provide documentation of institutional policy regarding salaries for faculty having various combinations of rank and experience. The summary in Table 3 shows that about 1 schedule in 6 (17.5 percent of public and 15.0 percent of nonpublic institutions) specifies requirements beyond these two factors which faculty must meet to advance in salary (to receive the standard increment, or to receive an unusual increment, or to advance in salary where an increment structure is not provided). Generally, these requirements involve evidence of significant contributions to the objectives of the institution or completion of significant research and/or publication.

Although the primary purpose of the salary schedules is to provide salary information for teaching faculty, almost half of the public institution schedules (47.4 percent) and fewer than one-tenth of the nonpublic schedules (7.5 percent) include salary policies for other academic-administrative staff members (dean, department head, librarian, etc.). About one-third (36.3 percent) of the public institution schedules and one-fifth of the nonpublic institution schedules (19.7 percent) make specific reference to the salaries applicable to faculty having assignments different from regular resident instruction (extension, lecturers, etc.).

Several schedules specify that the listed salaries are given only as a guide, and that adherence to the schedule may be contingent upon availability of funds.

Statements of policy about salaries for employment beyond the regular academic-year con-

tract are more prevalent among public than among nonpublic institutions. Most prevalent are provisions showing the salary to be paid for faculty employed on a 12-month contract, included in 2 public institution documents in 5 (39.8 percent), and provision for summer session salaries in about 1 public institution document in 6 (13.5 percent).

TABLE 3.--CONTENT OF SALARY SCHEDULES IN 4-YEAR INSTITUTIONS, 1969-70

Salary schedule provisions	Percent of salary schedules	
	Public institutions	Nonpublic institutions
1	2	3
1. Increments:		
a. Schedule of increments is provided	56.7%	30.0%
b. Increments are for regular amounts	53.2	20.9
c. It is <u>specified</u> that increments are awarded annually to faculty having satisfactory service	24.6	13.8
d. Qualifications for and amounts of special increments to be given for merit or longevity are specified	17.5	8.1
e. Additional credits are required for increments	1.2	1.6
2. Faculty Rank:		
a. Minimum qualifications for appointment or promotion are identified	40.4	35.3
b. Separate strata of salaries are listed within each rank based on the level of educational preparation completed	25.7	12.2
c. Proportion of faculty at each rank is specified	13.5	1.3
3. Qualities other than improved preparation and increased experience which are required for advancement in salary are specified	17.5	15.0
4. For faculty in selected fields or subjects a separate schedule or differential application of the regular schedule is described	7.0	0.0
5. Policies about salaries of staff other than regular faculty are listed:		
a. Teaching faculty who are assigned to extension classes, as lecturers, etc.	36.3	19.7
b. Other professional and administrative staff (librarians, deans, department heads, etc.) ..	47.4	7.5
c. Supporting staff (secretaries, maintenance, etc.)	12.9	0.6
6. The policy about salaries of faculty on extended time or responsibilities is specified:		
a. Salaries for 12-month contract	39.8	1.3
b. Salaries for summer school	13.5	7.5
c. Salaries for extra-class assignments	3.5	0.0
NUMBER OF SALARY SCHEDULES	171	320

MINIMUM AND MAXIMUM SCHEDULED SALARIES

THE FOLLOWING subsections review institutional data by control of the institution and size of enrollment. In addition to reporting scheduled salaries in 1969-70, the summaries show trends in scheduled salaries and selected characteristics of the structure of scheduled minimum and maximum salaries in 1969-70.

Public Institutions

Summaries of the minimum and maximum salaries scheduled for each faculty rank in public institutions are shown in Tables 4 and 5. At all levels of faculty rank the mean of the scheduled minimum salaries is highest in the largest universities followed by the public colleges and lowest in universities enrolling fewer than 5,000. Differences in the mean of scheduled minimum salaries range among institutions grouped by size from \$1,259 for professors to \$302 for assistant professors.

The salary schedules which provide separate salary strata within faculty ranks for faculty having different levels of academic preparation are included with the scheduled minimum salary reported, being the salary listed for the lowest recognized level of academic preparation. With a few exceptions, the scheduled maximum salary used in these tables is the maximum provided for the highest level of academic preparation listed for a given rank. In these exceptions use is made of the scheduled highest salary for the rank even though it is listed for a level of preparation which is lower than the top level of preparation recognized for the rank.

The highest mean of scheduled maximum salaries in public institutions is in the largest universities for each rank except assistant professor where it is in the smallest public universities. Differences in the mean of scheduled salaries among the groups of public institutions are greater for scheduled maximum salaries than for scheduled minimum salaries. As in the case of scheduled minimum salaries, the difference in mean maximum salaries among the groups of institutions is wider at the top rank than at lower ranks.

A summary of scheduled minimum and maximum salaries in institutions grouped by type, control, and source of the salary schedule is listed in Table 6. The means and medians of

scheduled salaries for public colleges and universities whose salary schedules are established on a state-wide basis are listed in column 4. The means of scheduled minimum salaries are lower among the institutions in state systems than in other groups of public institutions at all ranks. The means of scheduled maximum salaries in state-wide institutions are higher than for the remaining public colleges at all ranks except assistant professor, but they are lower than the means in the remaining public universities at each rank.

Nonpublic Institutions

Summaries of the scheduled minimum and maximum salaries in nonpublic four-year and higher degree granting institutions are provided in Tables 7 and 8. The levels of scheduled salaries tend to be related positively to institution size except for the rank of instructor where the mean scheduled minimum and maximum salaries are higher in the small universities than in the larger universities. The lowest mean scheduled minimum and maximum salaries are found in the smallest nonpublic colleges which enroll fewer than 500 students.

Differences in the mean scheduled salaries among the groups of nonpublic institutions are greater than those found among public institutions. The greatest differences are in the mean scheduled maximum salaries which vary from \$8,616 for the rank of professor to \$1,303 for instructors. As in the case of public institutions, the differences among groups of institutions in mean scheduled minimum and maximum salaries are wider at the top rank than at lower ranks.

Figure I shows the ranges and distributions of the scheduled minimum and maximum salaries for each rank in public and nonpublic institutions. In the nonpublic institutions the ranges are generally wider, but the levels of scheduled salaries tend to be lower than in the public.

Percent of Increase

Table 9 shows the growth in mean scheduled salaries for each rank in public and nonpublic institutions between 1965-66 and 1969-70. (The first period shown, 1965-66 to 1967-68, reflects

a two-year change.) The percents of increase in the means of both scheduled minimum and maximum salaries in public institutions were highest in 1969-70, excepting the slightly higher increase in minimum salaries of professors in 1967-68 (on the assumption that the annual increases between 1965-66 and 1967-68 were about half of the total percentage increase). In nonpublic institutions the largest percentage increase occurred in 1968-69.

Figure II shows the growth in the means of scheduled salaries for each rank in each type of institution, between 1968-69 and 1969-70 among all institutions reporting each year (based on data in Table 9). The percents of increase in mean scheduled minimum salaries are greatest for instructors (7.7 percent) and professors (7.4 percent) in public institutions and least for instructors (5.1 percent) and associate professors (5.0 percent) in nonpublic institutions. In the means of scheduled maximum salaries a more consistent pattern is observed. The percents of increase tend to rise with the level of rank.

The mean scheduled minimum and maximum salaries and the percents of increase in 126 public institutions reporting for both 1968-69 and 1969-70 are summarized below:

	Mean scheduled salary, <u>1969-70</u>	Percent increase over <u>1968-69</u>
MINIMUM SALARIES		
Instructor	\$ 7,317	4.3%
Assistant professor .	8,661	4.3
Associate professor .	10,581	4.6
Professor	12,867	4.8
MAXIMUM SALARIES		
Instructor	10,255	6.0
Assistant professor .	12,623	6.5
Associate professor .	15,447	7.2
Professor	18,734	7.5

The salaries tended to show a percentage increase consistent with the rise in the level of rank.

The mean scheduled salaries and the percents of increase from 1968-69 to 1969-70 in 320 nonpublic institutions reporting both years are as follows:

	Mean scheduled salary, <u>1969-70</u>	Percent increase over <u>1968-69</u>
MINIMUM SALARIES		
Instructor	\$ 6,534	5.0%
Assistant professor .	7,786	4.9
Associate professor .	9,241	5.2
Professor	11,082	5.6
MAXIMUM SALARIES		
Instructor	8,623	5.7
Assistant professor .	10,563	6.4
Associate professor .	12,549	6.2
Professor	15,458	5.6

Among institutions reporting both years the percents of increase of mean scheduled minimum salaries in nonpublic institutions are larger than for minimum salaries in public institutions. On the other hand, the percents of increase in mean scheduled maximum salaries are lower in nonpublic institutions than in public institutions.

TABLE 4.---SCHEDULED MINIMUM SALARIES OF PUBLIC FOUR-YEAR OR HIGHER DEGREE-GRANTING INSTITUTIONS, BY ENROLLMENT SIZE AND FACULTY RANK, 1969-70

RANK AND ITEM 1	PUBLIC UNIVERSITIES 5,000 TO 9,999 3			LESS THAN 5,000 4	PUBLIC COLLEGES 5	TOTAL 6
	10,000 OR MORE 2					
PROFESSOR						
NUMBER OF INSTITUTIONS	27	31	26		84	168
NUMBER OF FACULTY, ALL RANKS .	21,949	11,693	5,271		14,010	52,923
SCHEDULED SALARIES						
HIGHEST	19,620	19,620	19,620		19,620	19,620
QUARTILE 3	15,036	15,036	13,680		14,590	14,590
MEDIAN	14,070	13,000	12,415		13,032	13,000
QUARTILE 1	12,000	9,600	9,600		11,500	11,232
LOWEST	8,000	8,000	8,000		9,000	8,000
MEAN	13,740	12,578	12,481		13,075	12,999
ASSOCIATE PROFESSOR						
NUMBER OF INSTITUTIONS	27	31	26		84	168
NUMBER OF FACULTY, ALL RANKS .	21,949	11,693	5,271		14,010	52,923
SCHEDULED SALARIES						
HIGHEST	15,380	15,380	15,812		15,380	15,812
QUARTILE 3	11,808	11,808	11,240		11,740	11,808
MEDIAN	11,676	11,000	9,750		10,712	10,744
QUARTILE 1	10,026	8,200	8,350		9,204	9,204
LOWEST	7,000	7,000	7,000		8,000	7,000
MEAN	11,091	10,518	10,249		10,733	10,676
ASSISTANT PROFESSOR						
NUMBER OF INSTITUTIONS	27	31	26		84	168
NUMBER OF FACULTY, ALL RANKS .	21,949	11,693	5,271		14,010	52,923
SCHEDULED SALARIES						
HIGHEST	12,380	12,380	13,389		12,380	13,389
QUARTILE 3	9,324	9,324	8,820		9,324	9,324
MEDIAN	8,595	8,820	8,372		8,810	8,788
QUARTILE 1	8,075	7,300	7,300		7,700	7,548
LOWEST	6,000	5,500	6,500		6,500	5,500
MEAN	8,849	8,706	8,547		8,751	8,727
INSTRUCTOR						
NUMBER OF INSTITUTIONS	27	31	26		84	168
NUMBER OF FACULTY, ALL RANKS .	21,949	11,693	5,271		14,010	52,923
SCHEDULED SALARIES						
HIGHEST	11,005	11,005	11,233		11,005	11,233
QUARTILE 3	8,460	8,433	7,250		7,737	7,900
MEDIAN	7,000	7,218	7,000		7,394	7,250
QUARTILE 1	6,375	6,000	6,000		6,600	6,386
LOWEST	5,000	5,000	4,800		5,278	4,800
MEAN	7,543	7,312	7,067		7,483	7,397

TABLE 5.--SCHEDULED MAXIMUM SALARIES OF PUBLIC FOUR-YEAR OR HIGHER DEGREE-GRANTING INSTITUTIONS, BY ENROLLMENT SIZE AND FACULTY RANK, 1969-70

RANK AND ITEM 1	PUBLIC UNIVERSITIES 5,000 TC 9,999 3			LESS THAN 5,000 4	PUBLIC COLLEGES 5	TOTAL 6
	10,000 OR MORE 2					
PROFESSOR						
NUMBER OF INSTITUTIONS	23	31	24	79		157
NUMBER OF FACULTY, ALL RANKS .	19,622	11,888	4,557	13,339		49,406
SCHEDULED SALARIES						
HIGHEST	27,900	27,900	28,069	27,900		28,069
QUARTILE 3	21,100	18,424	18,340	19,224		19,224
MEDIAN	19,224	18,000	18,248	18,384		18,340
QUARTILE 1	18,766	16,000	17,000	16,666		16,743
LOWEST	13,500	14,400	14,930	12,720		12,720
MEAN	20,670	18,033	18,738	19,001		19,015
ASSOCIATE PROFESSOR						
NUMBER OF INSTITUTIONS	27	32	25	84		168
NUMBER OF FACULTY, ALL RANKS .	21,949	12,230	5,083	13,936		53,198
SCHEDULED SALARIES						
HIGHEST	23,520	22,620	24,093	22,620		24,093
QUARTILE 3	16,125	15,080	15,600	16,000		15,603
MEDIAN	15,036	15,000	15,080	15,036		15,036
QUARTILE 1	15,200	14,475	14,772	14,000		14,280
LOWEST	11,100	12,000	13,370	11,280		11,100
MEAN	16,121	15,271	15,813	15,601		15,653
ASSISTANT PROFESSOR						
NUMBER OF INSTITUTIONS	27	32	26	85		170
NUMBER OF FACULTY, ALL RANKS .	21,949	12,230	5,271	14,010		53,460
SCHEDULED SALARIES						
HIGHEST	18,380	18,380	20,555	18,380		20,555
QUARTILE 3	13,653	13,500	14,000	13,040		13,550
MEDIAN	12,225	12,900	13,025	11,904		12,000
QUARTILE 1	11,904	11,800	11,800	11,600		11,800
LOWEST	8,700	10,500	11,375	9,800		8,700
MEAN	13,081	12,911	13,378	12,523		12,815
INSTRUCTOR						
NUMBER OF INSTITUTIONS	26	32	26	84		168
NUMBER OF FACULTY, ALL RANKS .	21,949	12,230	5,271	13,998		53,448
SCHEDULED SALARIES						
HIGHEST	14,855	14,855	17,403	14,855		17,403
QUARTILE 3	10,800	11,000	11,000	10,800		11,000
MEDIAN	10,800	10,800	10,000	9,720		10,000
QUARTILE 1	9,656	9,500	9,720	9,230		9,300
LOWEST	7,500	8,000	8,712	7,880		7,500
MEAN	10,680	10,616	10,560	10,196		10,407

TABLE 6.--SUMMARY OF SCHEDULED MINIMUM AND MAXIMUM SALARIES BY INSTITUTIONAL CONTROL
AND SOURCE OF SALARY SCHEDULE, 1969-70

Faculty rank and item	Public institutions			Nonpublic institutions		
	Universities	Colleges	State systems	Universities	Colleges	Total
1	2	3	4	5	6	8
<u>Scheduled minimum salaries</u>						
PROFESSOR						
Median	\$13,000	\$12,625	\$13,065	\$13,000	\$12,000	\$11,000
Mean	13,578	13,247	12,556	12,999	12,480	11,051
ASSOCIATE PROFESSOR						
Median	11,000	10,471	10,777	10,744	10,000	9,060
Mean	11,158	10,826	10,339	10,676	10,176	9,230
ASSISTANT PROFESSOR						
Median	8,500	8,597	8,820	8,788	8,265	7,990
Mean	9,063	8,875	8,468	8,727	8,432	7,794
INSTRUCTOR						
Median	7,000	7,275	7,250	7,250	7,000	6,600
Mean	7,556	7,685	7,156	7,397	6,936	6,640
<u>Scheduled maximum salaries</u>						
PROFESSOR						
Median	18,350	16,700	18,340	18,340	17,000	15,000
Mean	20,240	18,484	18,710	19,015	18,369	15,365
ASSOCIATE PROFESSOR						
Median	15,000	14,301	15,036	15,036	14,000	12,500
Mean	16,299	15,369	15,465	15,653	14,236	12,439
ASSISTANT PROFESSOR						
Median	13,200	11,830	11,904	12,000	11,500	10,500
Mean	13,582	12,656	12,487	12,815	11,675	10,520
INSTRUCTOR						
Median	10,000	9,500	10,800	10,000	9,000	8,500
Mean	10,700	10,102	10,417	10,407	9,236	8,586

NOTE: Data are based on salary schedules of 171 public institutions and 320 nonpublic institutions.

TABLE 7.--SCHEDULED MINIMUM SALARIES FOR FACULTY IN NONPUBLIC FOUR-YEAR
OR HIGHER DEGREE GRANTING INSTITUTIONS, BY TYPE, 1969-70

FACULTY RANK AND ITEM	NONPUBLIC UNIVERSITIES		NONPUBLIC COLLEGES		TOTAL
	5,000 OR MORE	LESS THAN 5,000	500 TO 999	LESS THAN 500	
1	2	3	4	5	6
PROFESSOR					7
NUMBER OF INSTITUTIONS	9	21	99	122	317
NUMBER OF FACULTY, ALL RANKS .	4,789	2,424	10,074	6,174	24,981
SCHEDULED SALARIES					
HIGHEST	17,000	15,700	16,500	15,420	17,000
QUARTILE 3	0	13,000	12,775	11,650	12,000
MEDIAN	13,000	12,000	11,800	10,715	11,000
QUARTILE 1	0	10,625	10,675	9,500	10,000
LOWEST	8,500	10,000	8,000	7,000	6,000
MEAN	12,966	12,271	11,812	10,565	11,051
ASSOCIATE PROFESSOR					
NUMBER OF INSTITUTIONS	9	21	98	122	315
NUMBER OF FACULTY, ALL RANKS .	4,789	2,424	9,952	6,174	24,856
SCHEDULED SALARIES					
HIGHEST	12,500	12,500	16,500	12,000	16,500
QUARTILE 3	0	10,950	10,500	9,588	10,000
MEDIAN	11,000	9,800	9,600	9,000	9,060
QUARTILE 1	0	9,262	9,000	8,100	8,500
LOWEST	7,500	8,300	5,800	6,500	5,400
MEAN	10,461	10,054	9,753	8,880	9,230
ASSISTANT PROFESSOR					
NUMBER OF INSTITUTIONS	10	21	99	122	316
NUMBER OF FACULTY, ALL RANKS .	5,710	2,424	10,074	6,174	25,878
SCHEDULED SALARIES					
HIGHEST	10,000	10,000	10,800	9,550	10,800
QUARTILE 3	9,300	9,000	8,762	8,000	8,500
MEDIAN	8,550	8,000	8,000	7,500	7,990
QUARTILE 1	7,650	7,862	7,569	7,000	7,090
LOWEST	6,500	6,800	5,000	5,500	4,800
MEAN	8,550	8,376	8,115	7,556	7,794
INSTRUCTOR					
NUMBER OF INSTITUTIONS	9	20	98	122	305
NUMBER OF FACULTY, ALL RANKS .	5,710	2,379	9,991	6,174	25,646
SCHEDULED SALARIES					
HIGHEST	9,500	9,500	8,500	8,205	10,950
QUARTILE 3	0	7,200	7,036	7,000	7,000
MEDIAN	6,500	7,000	7,000	6,500	6,600
QUARTILE 1	0	6,450	6,500	6,000	6,200
LOWEST	5,500	5,500	4,500	4,500	4,200
MEAN	6,911	6,947	6,858	6,526	6,640

TABLE 8.--SCHEDULED MAXIMUM SALARIES FOR FACULTY IN NONPUBLIC FOUR-YEAR
OR HIGHER DEGREE GRANTING INSTITUTIONS, BY TYPE, 1969-70

FACULTY RANK AND ITEM	NONPUBLIC UNIVERSITIES 5,000 OR MORE		NONPUBLIC COLLEGES 500 TO 999		LESS THAN 500		TOTAL
1	2	3	4	5	6	7	
PROFESSOR							
NUMBER OF INSTITUTIONS	6	15	80	100	62	263	
NUMBER OF FACULTY, ALL RANKS . .	3,477	1,660	8,131	4,966	1,421	19,655	
SCHEDULED SALARIES							
HIGHEST	30,000	32,000	24,000	26,000	20,000	32,000	
QUARTILE 3	0	17,700	18,270	16,000	15,000	17,033	
MEDIAN	20,650	15,950	16,777	15,000	14,000	15,000	
QUARTILE 1	0	14,450	14,770	12,500	11,258	13,112	
LOWEST	15,600	11,500	10,143	9,000	9,000	9,000	
MEAN	22,150	16,856	16,836	14,693	13,532	15,365	
ASSOCIATE PROFESSOR							
NUMBER OF INSTITUTIONS	8	18	95	120	64	305	
NUMBER OF FACULTY, ALL RANKS . .	4,789	2,111	9,666	6,080	1,509	24,155	
SCHEDULED SALARIES							
HIGHEST	17,000	24,000	18,500	17,000	15,400	24,000	
QUARTILE 3	0	14,875	14,312	13,100	12,500	13,900	
MEDIAN	14,500	13,887	13,000	12,100	11,350	12,500	
QUARTILE 1	0	12,500	12,000	11,000	9,800	11,012	
LOWEST	12,000	10,500	8,766	8,000	6,200	6,200	
MEAN	14,725	14,019	13,173	12,110	11,238	12,439	
ASSISTANT PROFESSOR							
NUMBER OF INSTITUTIONS	9	19	96	120	64	308	
NUMBER OF FACULTY, ALL RANKS . .	5,710	2,217	9,788	6,114	1,496	25,325	
SCHEDULED SALARIES							
HIGHEST	15,000	18,000	13,847	14,000	12,800	18,000	
QUARTILE 3	0	12,000	11,800	11,050	10,700	11,500	
MEDIAN	12,000	11,500	11,000	10,100	9,950	10,500	
QUARTILE 1	0	10,500	10,400	9,500	8,500	9,500	
LOWEST	9,300	8,600	7,500	6,875	5,500	5,500	
MEAN	11,977	11,532	11,047	10,299	9,639	10,520	
INSTRUCTOR							
NUMBER OF INSTITUTIONS	9	17	96	120	56	298	
NUMBER OF FACULTY, ALL RANKS . .	5,710	1,994	9,788	6,114	1,418	25,024	
SCHEDULED SALARIES							
HIGHEST	10,500	14,000	11,998	12,000	11,200	14,000	
QUARTILE 3	0	9,500	9,500	9,000	8,700	9,185	
MEDIAN	9,200	9,000	9,000	8,500	8,000	8,500	
QUARTILE 1	0	8,550	8,400	8,000	7,400	8,000	
LOWEST	7,100	6,700	5,500	5,750	5,000	5,000	
MEAN	9,122	9,297	8,899	8,472	7,994	8,586	

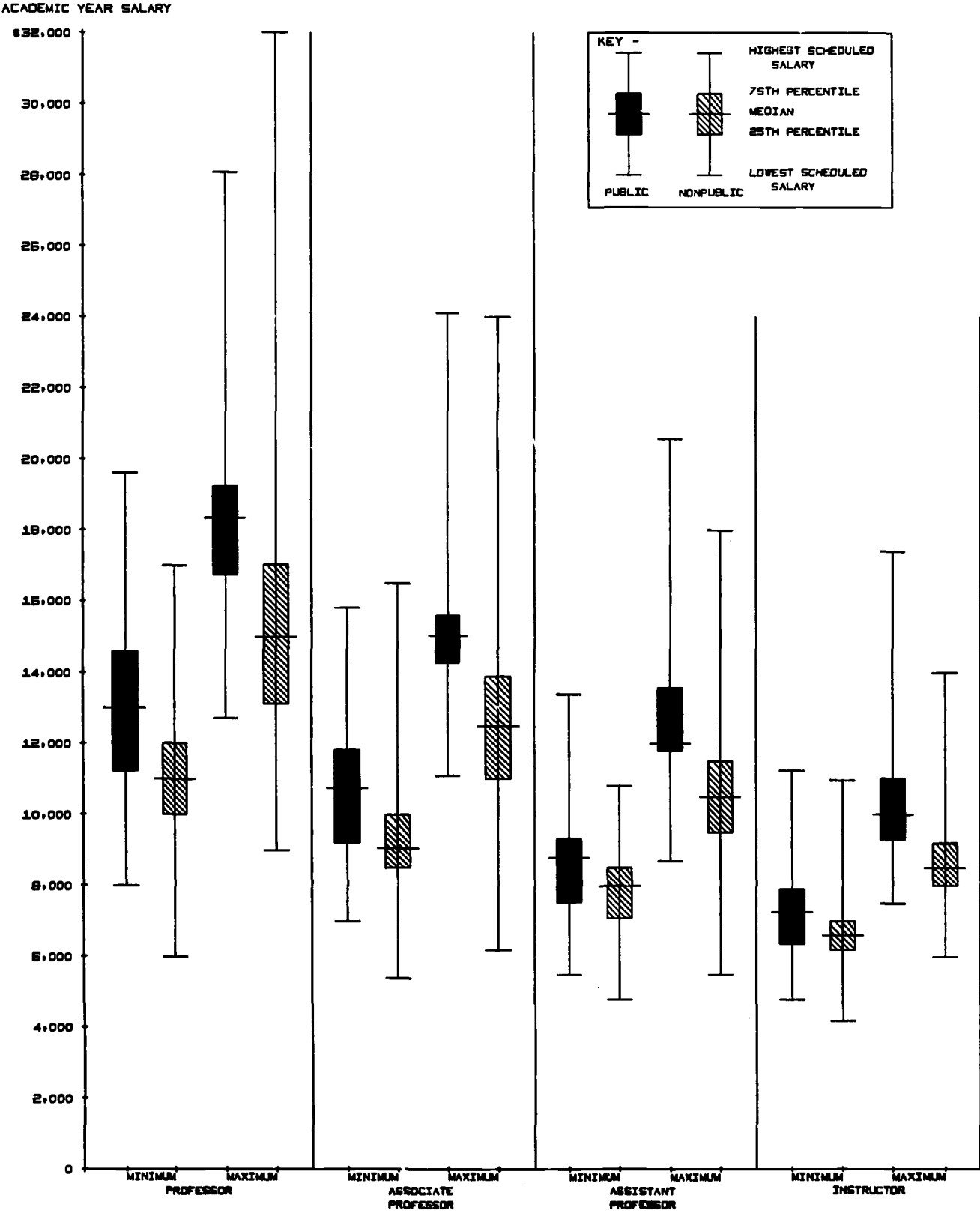
TABLE 9.--MEAN SCHEDULED MINIMUM AND MAXIMUM SALARIES OF PUBLIC AND NONPUBLIC FOUR-YEAR OR HIGHER DEGREE GRANTING INSTITUTIONS, 1965-66 TO 1969-70

Type of scheduled salary and academic year	Professor			Associate professor			Assistant professor			Instructor						
	Public	Nonpublic	Percent in- crease	Public	Nonpublic	Percent in- crease	Public	Nonpublic	Percent in- crease	Public	Nonpublic	Percent in- crease				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Scheduled min- imum salaries																
1965-66	\$ 9,990	...	\$ 9,137	...	\$ 8,351	...	\$ 7,721	...	\$ 6,972	...	\$ 6,603	...	\$ 5,975	...	\$5,616	...
1967-68	11,525	15.4%	9,856	7.9%	9,440	13.0%	8,267	7.1%	7,797	11.8%	7,003	6.1%	6,621	10.8%	5,961	6.1%
1968-69	12,099	5.0	10,487	6.4	9,950	5.4	8,787	6.3	8,180	4.9	7,406	5.8	6,871	3.8	6,316	6.0
1969-70	12,999	7.4	11,051	5.4	10,676	7.3	9,230	5.0	8,727	6.7	7,794	5.2	7,397	7.7	6,640	5.1
Scheduled max- imum salaries																
1965-66	14,584	...	12,640	...	11,574	...	10,212	...	9,615	...	8,610	...	8,090	...	7,236	...
1967-68	16,221	11.2	13,491	6.7	13,405	15.8	10,973	7.5	11,137	15.8	9,252	7.5	9,248	14.3	7,678	6.1
1968-69	17,171	5.9	14,497	7.5	14,255	6.3	11,825	7.8	11,779	5.8	9,953	7.6	9,579	3.6	8,181	6.6
1969-70	19,015	10.7	15,365	6.0	15,653	9.8	12,439	5.2	12,815	8.8	10,520	5.7	10,407	8.6	8,586	5.0

NOTE:

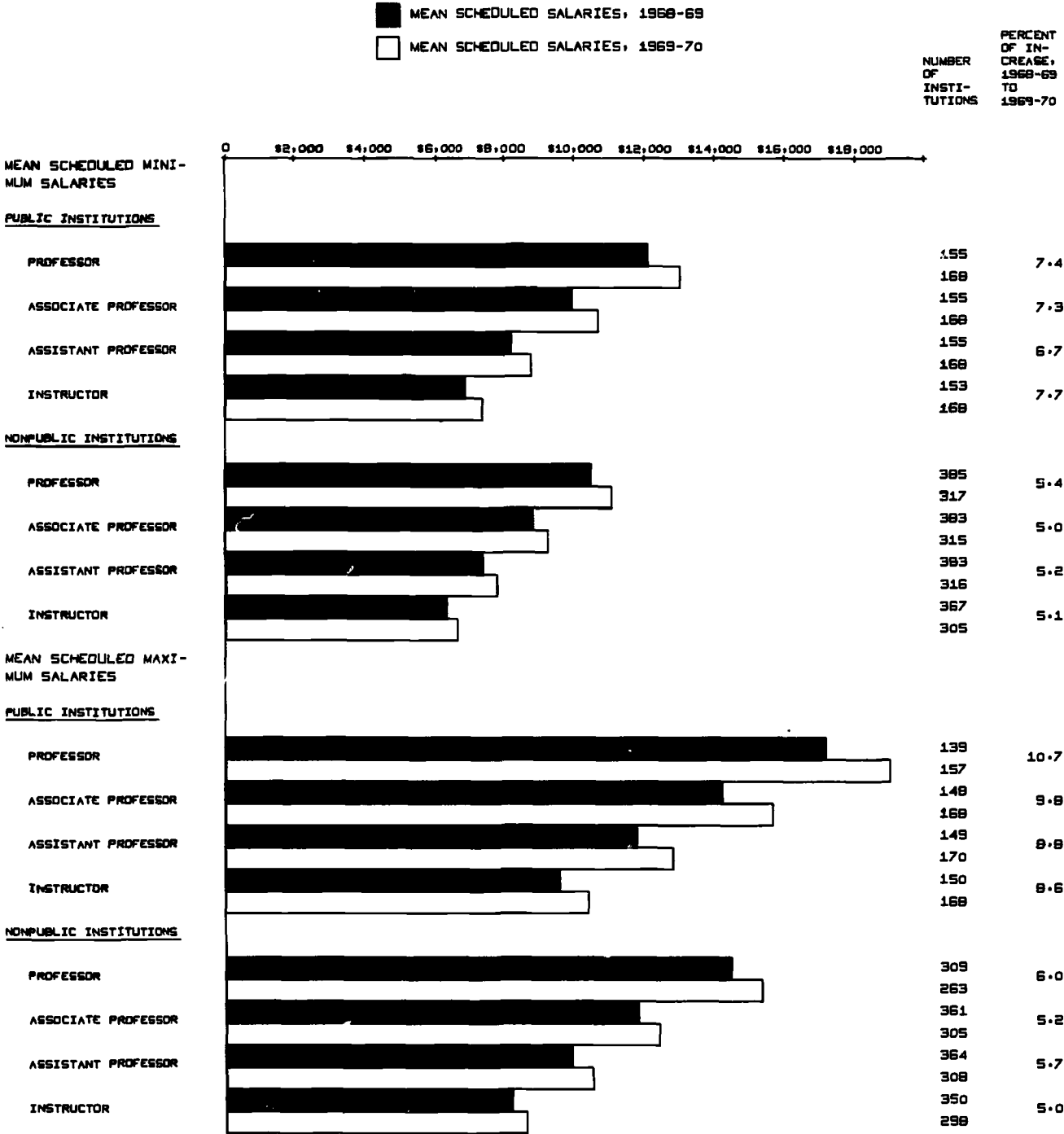
The numbers of institutions reporting by year are as follows: 1965-66--194 public, 274 nonpublic; 1967-68--164 public, 233 nonpublic; 1968-69--155 public, 385 nonpublic; 1969-70--168 public, 317 nonpublic.

FIGURE I
MEDIAN SCHEDULED MINIMUM AND MAXIMUM SALARIES IN PUBLIC
AND NONPUBLIC COLLEGES AND UNIVERSITIES, 1969-70



NEA RESEARCH DIVISION

FIGURE II
MEAN SCHEDULED MINIMUM AND MAXIMUM SALARIES IN PUBLIC AND NONPUBLIC COLLEGES
AND UNIVERSITIES, BY FACULTY RANK, 1968-69 AND 1969-70



NEA RESEARCH DIVISION

PROVISIONS FOR REGULAR SALARY INCREMENTS

USE OF A SYSTEM of regular salary increments is described in 97 or more than half (56.7 percent) of the 171 public institution salary schedules. Provision for regular increments is listed in about half of the institutions in state-wide systems, almost three-fourths of the remaining public colleges, and more than half of the remaining public universities. Three in ten nonpublic institution schedules describe a system of regular salary increments, one-fourth of the nonpublic universities (25.8 percent) and 3 in 10 nonpublic colleges (30.4 percent).

The characteristics of the increment structure are reviewed in Table 10 which shows by type of institution a summary of the number, amounts, and total amounts added by regular increments. For the institutions having multiple salary scales within ranks based on the level of academic preparation completed, the most representative preparation levels are as follows:

Professor--Doctorate

Associate professor--Doctorate, or next highest level below doctorate

Assistant professor--Master's plus 1 year, or next highest level below master's plus 1 year

Instructor--Master's degree

Numbers of Increments

The number of regular increments provided in the salary schedules of four-year institutions ranges from 2 to 60 with differences by rank and by type of institution. The mean number of increments among public institutions is eight for professor and assistant professor, nine for associate professor, and seven for instructor. In nonpublic institutions, the mean number of increments is nine for professor, eight for associate professor and assistant professor, and seven for instructor. Among public institutions the mean numbers of regular increments are largest in the colleges (11 and 10) and smallest in the universities and institutions in state systems (7). The mean numbers of increments in nonpublic universities are

higher by one or two increments than in nonpublic colleges at each rank except professor.

Amounts of Increments

The amount of each regularly scheduled increment ranges from \$75 to \$1,920 with differences by rank and by institution. The mean amounts are largest at the top rank (\$705 in public institutions and \$507 in nonpublic institutions) and range downward to the rank of instructor where the mean is \$453 in public institutions and \$329 in nonpublic institutions. The mean amounts of regular increments in the schedules of institutions in state systems and public universities are higher than those of public colleges at all ranks excepting that of assistant professor where institutions in state systems are slightly lower than other public institutions. The mean amounts of regular increments in nonpublic universities are not widely different from the mean amounts for the same rank in the nonpublic colleges except at the rank of professor where the mean in universities is greater than in colleges by \$119.

Total Amount Added by Increments

The total amount added by all increments in a given rank range from \$315 to \$13,174. In public institutions the mean total amount added by all increments is \$5,380 for professors, \$4,584 for associate professors, \$3,693 for assistant professors, and \$2,799 for instructors. A similar pattern is observed among nonpublic institutions with the mean amounts ranging from \$3,768 for professors down to \$1,789 for instructors.

Increment Structure by Groups of Institutions

Comparison of public and nonpublic institutions in the means listed in Table 10 suggests that the mean numbers of increments among ranks in public institutions do not differ widely from those in nonpublic institutions; that the mean increment in public institutions is about one-third larger than the amount for the same rank in nonpublic institutions, and the mean total amount added over all increments in public institutions is about one-half larger than the amount for the same rank in nonpublic institutions.

TABLE 10.--NUMBER, AMOUNT, AND TOTAL AMOUNT ADDED BY REGULAR SALARY INCREMENTS IN PUBLIC AND NON-PUBLIC COLLEGES AND UNIVERSITIES, BY FACULTY RANK, 1969-70

FACULTY RANK	UNIVER-SITIES	PUBLIC COL-LEGES	INSTITUTIONS STATE SYSTEMS	TOTAL	NON-PUBLIC INSTITUTIONS UNIVER-SITIES	COL-LEGES	TOTAL
1	2	3	4	5		7	8
PROFESSOR							
NUMBER OF INCREMENTS							
HIGH	25	26	14	26	24	55	55
MEDIAN	7	7	6	6	5	8	8
LOW	2	2	4	2	2	2	2
MEAN	8	9	8	8	9	9	9
AMOUNT OF INCREMENT							
HIGH	1,920	1,182	1,047	1,920	780	1,625	1,625
MEDIAN	649	600	730	716	617	500	500
LOW	215	186	577	186	495	75	75
MEAN	745	651	722	705	618	499	507
TOTAL AMOUNT ADDED BY INCREMENTS							
HIGH	9,600	13,174	8,400	13,174	12,800	8,000	12,800
MEDIAN	4,750	4,660	4,660	4,660	3,700	3,500	3,500
LOW	600	1,300	3,462	600	1,400	750	750
MEAN	5,411	5,346	5,387	5,380	4,925	3,685	3,768
NUMBER OF INSTITUTIONS	24	29	35	88	6	83	89
ASSOCIATE PROFESSOR							
NUMBER OF INCREMENTS							
HIGH	23	60	13	60	24	40	40
MEDIAN	7	7	6	6	8	6	6
LOW	2	2	4	2	2	2	2
MEAN	8	11	8	9	9	8	8
AMOUNT OF INCREMENT							
HIGH	1,225	1,034	807	1,225	600	1,500	1,500
MEDIAN	564	500	600	600	488	450	450
LOW	215	100	500	100	387	100	100
MEAN	655	566	593	601	485	446	448
TOTAL AMOUNT ADDED BY INCREMENTS							
HIGH	8,281	9,574	6,500	9,574	9,300	7,059	9,300
MEDIAN	4,000	4,500	3,840	3,840	3,938	3,000	3,000
LOW	600	1,950	3,090	600	1,000	713	713
MEAN	4,579	4,852	4,351	4,584	4,188	2,994	3,071
NUMBER OF INSTITUTIONS	25	31	35	91	6	86	92
ASSISTANT PROFESSOR							
NUMBER OF INCREMENTS							
HIGH	21	40	11	40	24	40	40
MEDIAN	7	7	6	7	8	6	6
LOW	2	2	4	2	2	2	2
MEAN	8	10	7	8	9	8	8
AMOUNT OF INCREMENT							
HIGH	857	1,185	645	1,185	500	875	875
MEDIAN	492	394	470	470	400	376	381
LOW	225	100	391	100	200	75	75
MEAN	553	480	470	496	378	372	372
TOTAL AMOUNT ADDED BY INCREMENTS							
HIGH	7,166	7,435	4,400	7,435	6,900	5,747	6,900
MEDIAN	3,000	4,000	2,980	3,021	2,900	2,400	2,400
LOW	600	1,200	2,346	600	800	713	713
MEAN	3,936	3,879	3,350	3,693	3,100	2,394	2,452
NUMBER OF INSTITUTIONS	25	32	35	92	8	88	96
INSTRUCTOR							
NUMBER OF INCREMENTS							
HIGH	15	30	10	30	24	40	40
MEDIAN	6	6	6	6	6	5	5
LOW	2	2	4	2	2	2	2
MEAN	7	7	7	7	8	6	7
AMOUNT OF INCREMENT							
HIGH	866	1,250	1,325	1,325	500	937	937
MEDIAN	399	320	389	387	300	300	300
LOW	215	100	300	100	195	75	75
MEAN	443	400	501	453	323	330	329
TOTAL AMOUNT ADDED BY INCREMENTS							
HIGH	6,170	4,472	5,300	6,170	4,700	4,998	4,998
MEDIAN	2,546	2,470	2,470	2,470	1,925	1,500	1,500
LOW	600	874	2,226	600	600	315	315
MEAN	2,830	2,528	2,990	2,799	2,169	1,751	1,789
NUMBER OF INSTITUTIONS	24	31	40	95	8	80	88

SALARIES SCHEDULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1969-70

STATE AND INSTITUTION	PROFESSOR			ASSOCIATE PROFESSOR			ASSISTANT PROFESSOR			INSTRUCTOR		
	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.
• - PUBLIC INSTITUTION												
ALABAMA												
•ALA. AGRIC. & MECH. UNIV.	10500	9000	14000	...	7500	11500	...	6500	9500	...
•ALABAMA STATE COLLEGE	12830	14930	...	9250	13370	...	8370	11750	...	7200	8712	3
•TROY STATE UNIVERSITY ^{a/}	13000	14300	2	9600	11550	2	8300	10670	2	6300	8800	8
TUSKEGEE INSTITUTE	10500	8500	12500	...	7500	10500	...	6000	8500	...
ALASKA												
ALASKA METHODIST UNIVERSITY	14500	15500	...	12500	14750	...	9500	12000	...	9500	10000	...
•UNIVERSITY OF ALASKA ^{a/}	16875	21150	19	13275	16650	15	10575	13050	11	7875	10350	11
ARIZONA												
ARIZONA BIBLE COLLEGE ^{a/}	7750	11000	2	7000	10000	2	6000	8750	5	5500	6250	...
•NORTHERN ARIZONA UNIVERSITY	15106	17250	3	13405	15750	3	10829	13350	3	8424	9900	...
THUNDERBOLT GRAD. SCH MANAGE	9835	11500	6	8675	10350	6	7090	8465	6	5512	6890	...
ARKANSAS												
OUACHITA BAPTIST UNIVERSITY	9000	11500	...	7500	10000	...	6500	9000	...	6000	8500	...
PHILANDER SMITH COLLEGE	8000	11000	...	6500	8500	...	5500	7500	...	4500	6500	...
•SOUTHERN STATE COLLEGE ^{a/}	9360	12720	18	8640	11280	12	7920	10320	10	7200	9600	18
THE COLLEGE OF THE OZARKS ^{a/}	9500	10250	10	6950	9250	10	6125	6875	10	5000	5750	10
CALIFORNIA												
AZUSA PACIFIC COLLEGE	8750	12050	11	7725	9925	11	6800	8200	7	6200	7200	5
•CAL ST POLY KELLOGG VUORHIS ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•CAL ST POLY SAN LUIS OBISPO ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•CALIF ST COL DOMINGUEZ HILLS ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	...
•CALIF ST COL FULLERTON ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•CALIF ST COL LUNG BEACH ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	...
•CALIF ST COL LOS ANGELES ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•CALIF ST COL SAN BERNARDINO ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•CALIF. ST. COL. HAYWARD ^{a/h/}	15036	19224	4	11808	15036	4	9324	11904	4	8460	10800	4
•CHICO STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	...
CLAREMONT UNIVERSITY CENTER	15000	12000	16000	...	10000	13000
COLLEGE OF THE HOLY NAMES	12570	13859	2	9849	11972	4	8104	9380	3	7000	7718	...
•FRESNO STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•HUMBOLDT STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
LA VERNE COLLEGE ^{a/}	9060	13750	21	7500	11000	19	6500	9400	19	5500	6500	...
MONTEREY INST. OF FOR. STU.	10000	18000	...	9100	15000	9	8650	11500	5	7700	9170	...
MUONI ST. MARY S COLLEGE	12000	12900	3	10000	10900	3	8300	9200	3	6700	7600	3
OCCIDENTAL COLLEGE	13500	21000	...	10700	14300	...	9000	12300	...	8000	10500	...
•OTIS ART INST OF L A COUNTY	11439	14247	...	10242	12771	...	8694	10827	...	6300
PACIFIC SCHOOL OF RELIGION	12000	15000	...	9000	12000
PEPPERDINE COLLEGE	10000	11500	...	8300	10200	...	6800	8600	...	5500	6700	...
•SACRAMENTO STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•SAN DIEGO STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•SAN FERNANDO VALLEY ST COLL ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•SAN FRANCISCO STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
•SAN JOSE STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	...
•SONOMA STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	4
SOUTHERN CALIFORNIA COLLEGE ^{a/}	8200	11900	15	8000	11300	13	6400	10700	11	6200	9040	8
ST. MARY S COLLEGE OF CALIF.	15420	18420	6	11530	14705	7	9300	11630	6	8205	9500	2
•STANISLAUS STATE COLLEGE ^{a/h/}	15036	19224	...	11808	15036	...	9324	11904	...	8460	10800	...
UNIV SAN DIEGO COLL FOR WOMEN ^{a/}	10500	15000	...	9500	13000	...	7000	9700	...	6200	8400	2
UNIV SAN DIEGO COLL FOR MEN	10971	15435	...	8595	13338	...	7425	11520	...	6417	9027	...
•UNIVERSITY OF CALIFORNIA	16100	25700	5	12900	17800	4	10200	13800	5	8800
COLORADO												
COLORADO COLLEGE	13300	19800	10800	13200	...	7000	9100	...
•COLORADO STATE COLLEGE	13140	14400	3	11400	12528	2	9504	10980	3	7380	8820	19
•METROPOLITAN STATE COLLEGE ^{u/}	12850	14550	4	10470	12440	5	8290	10000	5	6800	7880	...
•SOUTHERN COLORADO ST. COLL.	13192	10472	13192	...	8364	10472	...	6800	8364	...
•WESTERN STATE COLLEGE ^{u/}	13320	15588	4	10524	12804	5	8316	10128	5	6900	8004	3
CONNECTICUT												
ALBERTUS MAGNUS COLLEGE	11500	14500	...	10000	12000	...	9000	10500	...	8000	9200	...
•CENTRAL CONN. STATE COLLEGE	15186	18648	6	13020	16110	6	10694	13040	6	9601	11827	6
•EASTERN CONN. STATE COLLEGE	15186	18648	6	13020	16110	6	10694	13040	6	9601	11827	6
NEW HAVEN COLLEGE	12000	10000	14000	...	9000	12000	...	8000	10500	...
SACRED HEART UNIVERSITY	13000	9000	13000	...	8000	12000	...	7000	9000	...
•SOUTHERN CONN. STATE COLLEGE	15186	18648	6	13020	16110	6	10694	13040	6	9601	11827	6
ST. JOSEPH COLLEGE	9500	16000	...	8200	13000	...	7500	11000	...	6800	9500	10
•U.S. COAST GUARD ACADEMY	15667	20138	14	11740	18541	23	9149	13984	18	7594	10185	...
UNIVERSITY OF BRIDGEPORT	12000	20000	...	10000	17000	...	8000	15000	...	6500	10500	...
•WESTERN CONN. STATE COLLEGE	15186	18648	6	13020	16110	6	10694	13040	6	9601	11827	6
DELAWARE												
•DELAWARE STATE COLLEGE	13000	18000	...	10500	14500	...	8500	12000	...	7500	9500	...
DISTRICT OF COLUMBIA												
QUINCY COLLEGE OF HOLY CROSS ^{a/}	11000	15000	7	9000	12000	6	8000	10225	3	6825	8700	...
TRINITY COLLEGE	12000	9500	12600	...	8500	10500	...	7100	9000	...
FLORIDA												
BETHUNE COOKMAN COLLEGE	10000	14000	...	9000	11000	...	8000	10000	...	7000	8000	...
FLORIDA PRESBYTERIAN COLLEGE	13000	20000	...	10000	14000	...	8500	11500	...	7000	9000	...
SAINT LEU COLLEGE	12300	16500	...	10500	14060	...	9000	12040	...	7200	9640	...
UNIVERSITY OF TAMPA	10000	15000	...	8000	12000	...	7500	10000	...	6000	8000	...

SALARIES SCHEDULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1969-70

STATE AND INSTITUTION	PROFESSOR			ASSOCIATE PROFESSOR			ASSISTANT PROFESSOR			INSTRUCTOR		
	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.
• - PUBLIC INSTITUTION												
GEORGIA												
HAWAII												
CHAMINADE COLL. OF HONOLULU	11772	15372	8	9576	12600	8	7812	10260	8	6480	8352	11
IDAHO												
ILLINOIS												
BARAT COLLEGE	11000	14500	...	9000	12000	...	8000	10000	...	7500	9000	...
COLLEGE OF JEWISH STUDIES	10000	14500	8	9000	12500	7	8500	11000	5	6500	8000	3
ELMHURST COLLEGE	12000	20000	23	11000	16000	17	8000	13000	20	6500	9000	12
GEORGE WILLIAMS COLLEGE	12500	18000	...	9500	14000	...	8000	12000	...	6500	8500	...
LAKE FOREST COLLEGE	14000	11000	15000	...	9000	11000	...	6500	9000	...
LEWIS COLLEGE	10000	16000	...	9000	13000	...	8000	10500	...	7000	9000	10
NORTH CENTRAL COLLEGE	12000	17000	...	11000	14000	...	9000	12000	...	8000	10000	...
SCHL OF ART INST. OF CHICAGO	13260	16800	6	9660	13200	6	8160	9600	5	6900	8100	4
SEABURY WESTERN THEOL. SEM.	12550	13150	...	12050	9130	10650	...	10950
INDIANA												
*BALL STATE UNIVERSITY#	14070	17510	16	11875	14670	13	8450	13605	17	6950	10175	15
BETHEL COLLEGE	7900	10500	...	7000	10200	...	6400	9000	...	6000	7800	4
HUNTINGTON COLLEGE	10441	12530	...	8652	10382	...	7681	9218	...	6716	8058	...
MARIAN COLLEGE	11000	14000	...	10000	12000	...	8000	10200	...	7200	8500	...
ST. MARY OF THE WOODS COLL.	9500	12000	...	8500	11000	...	7500	9000	...	6500	8000	...
IOWA												
BUENA VISTA COLLEGE	10500	15000	...	8500	13500	...	8000	11500	...	7000	9500	...
CENTRAL UNIVERSITY OF IOWA	9000	12000	...	8000	13000	...	7000	10000	...	6000	8000	...
DIVINE WORD COLLEGE	10000	16000	40	9000	14400	40	8000	12800	40	7000	11200	...
IOWA WESLEYAN COLLEGE	11000	9400	8000	12500	...	7200	9000	...
LUTHER COLLEGE	14868	18335	...	12010	15860	...	8826	12835	...	7802	9645	...
ST. AMBROSE COLLEGE	12500	17132	...	10100	13166	...	7700	13360	...	6700	11250	...
WARTBURG THEOLOGICAL SEMIN.	11000	16000	...	9000	13500	...	8500	12000
KANSAS												
BETHANY COLLEGE	9500	14000	...	8500	12000	...	7000	10000	...	6500	8000	...
*KANSAS STATE UNIVERSITY	12600	10035	14130	...	8595	11340	...	6300	8640	...
KANSAS WESLEYAN UNIVERSITY	10000	14000	...	8000	12000	...	6500	11000	...	7500	9000	...
MCPHERSON COLLEGE#	8180	12200	19	7200	10300	19	6440	8900	18	5500	6300	...
MT. ST. SCHOLASTICA COLLEGE	12150	16650	9	10300	13900	9	8650	11050	8	7200	8200	5
OTTAWA UNIVERSITY	12000	18000	...	9000	15000	...	8000	12000	...	6000	9000	...
ST. MARY COLLEGE	9500	14500	...	8000	9750	...	7000	8250	...	6000	8000	...
KENTUCKY												
BRESCIA COLLEGE#	11500	9500	13000	...	7500	11000	...	6500	9000	...
GEORGETOWN COLLEGE#	11500	17300	...	9100	13000	...	8200	10900	...	7000	8800	...
LEXINGTON THEOLOGICAL SEMIN.	10400	15000	13	8500	10000	3	7000	8000	2
LOUISIANA												
OILLARD UNIVERSITY	11000	9000	11500	...	7500	9500	...	6000	8000	...
*MCNEESE STATE COLLEGE	9600	16000	...	8200	15000	...	7200	14000	...	5700	11100	4
*NORTHWESTERN STATE COLLEGE	9600	16000	...	8200	15000	...	7200	14000	...	5700	11000	4
*SOUTHEASTERN LOUISIANA COLL.	9600	16000	...	8200	15000	...	7200	14000	...	5700	11000	...
*SOUTHERN UNIVERSITY A&M	9600	16000	...	8200	15000	...	7200	14000	...	5700	11000	...
*UNIV. OF SOUTHWESTERN LA.	9600	16000	...	8200	15000	...	7200	14000	...	5700	11000	4
MAINE												
*ARDOOSTOOK STATE COLLEGE	12428	16666	6	10712	14378	6	8788	11830	6	6890	9230	6
*FARMINGTON STATE COLLEGE	12428	16666	6	10712	14378	6	8788	11830	6	6890	9230	6
*GORHAM STATE COLLEGE	12428	16666	6	10712	14378	6	8788	11830	6	6890	9230	6
HUSSON COLLEGE#	12500	18000	7	10000	15000	9	8500	13500	9	7000	10000	8
ST. FRANCIS COLLEGE	10900	9100	7700	12200	9	6600	8900	...
*WASHINGTON STATE COLLEGE	12428	16666	...	10712	14378	...	8788	11830	...	6890	9230	6
MARYLAND												
*BOWIE STATE COLLEGE	10600	19000	14	9000	15500	13	7400	11800	11	6300	9300	...
COLL. OF NUTRE DAME MARYLAND	10000	15000	...	9000	9900	...	7700	9300	...	6500	8400	...
*COPPIN STATE COLLEGE	10600	19000	14	9000	15500	13	7400	11800	11	6300	9300	8
*MORGAN STATE COLLEGE	10600	19000	14	9000	15500	13	7400	11800	11	6300	9300	8
MOUNT ST. MARY S COLLEGE	10600	15000	9	9600	12000	5	7600	10000	6	6500	8900	...
*SALISBURY STATE COLLEGE	10600	19000	14	9000	15500	13	7400	11800	11	6300	9300	8
*ST. MARY S COLLEGE	10600	19000	14	9000	15500	13	7400	11800	11	6300	9300	...
*TOWSON STATE COLLEGE	10600	19000	14	9000	15500	13	7400	11800	11	6300	9300	8
*U. S. NAVAL ACADEMY	15667	23651	25	11740	18541	23	9149	14826	21	7594	10185	6
UNIVERSITY OF BALTIMORE	10500	15950	11	9500	13775	9	8000	11600	9	7000	9100	...
WESTERN MARYLAND COLLEGE	11600	15000	...	10000	12000	...	8000	11000	...	7500	9000	...
MASSACHUSETTS												
AMERICAN INTERNATIONAL COLL.	11500	17500	...	9500	13000	...	8000	11000	...	7000	9500	...
ANNA MARIA COLLEGE	11900	18500	8	10000	11800	3	8500	9850	3	7200	8400	5
BABSON COLLEGE	11000	9000	17000	...	7000	14000	...	6000	11000	...
CURRY COLLEGE	12500	9500	14500	...	8000	12500	...	7000	10000	...
*FITCHBURG STATE COLLEGE	13065	23436	...	10777	18865	...	8879	14021	...	7488	11980	...
HARVARD UNIVERSITY	13000	28000	...	11500	12500	...	9000	11000	7500	...
*ESLEY COLLEGE#	8000	10600	4	7000	8700	4	6500	8100	4	6000	7500	...
MASSACHUSETTS COLL. OF ART	13065	23436	...	10777	18865	...	8879	14021	...	7488	11980	10

SALARIES SCHEDULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1969-70

STATE AND INSTITUTION	PROFESSOR			ASSOCIATE PROFESSOR			ASSISTANT PROFESSOR			INSTRUCTOR		
	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.	MINI- MUM	MAXI- MUM	INCR.
* - PUBLIC INSTITUTION												
MASSACHUSETTS												
MERRIMACK COLLEGE	10700	13700	6	9100	12100	6	7800	10600	7	7100	8600	5
NICHOLS COLL OF BUSNESS ADMIN	12000	18000	...	10000	14000	...	9000	12500	...	7000	10000	...
*NORTH ADAMS STATE COLLEGE	13065	23436	...	10777	18865	...	8879	14021	...	7488	11980	...
SMITH COLLEGE	14000	22000	...	11700	13900	...	9100	11600	...	7500	9000	...
SPRINGFIELD COLLEGE	12000	...	8	9500	...	10	7500	10500	15	6000	9000	15
*ST. COLLEGE AT SALEM	13065	23436	...	10777	18865	...	8879	14020	...	7488	11980	...
*ST. COLLEGE AT WORCESTER	13065	23436	...	10777	18865	...	8879	14020	...	7488	11980	...
*STATE COLLEGE AT LOWELL	13065	23436	...	10777	18865	...	8879	14021	...	7488	11980	...
SUFFOLK UNIVERSITY	12800	19200	...	9800	15400	...	8000	12800	...	7300	10800	7
*UNIVERSITY OF MASSACHUSETTS	13000	27659	...	11000	23520	...	8000	17360	...	6400	12880	...
WELLESLEY COLLEGE	15500	12200	14600	...	10000	11800	...	7600	9300	...
WILLIAMS COLLEGE	14000	11500	14000	...	9000	11500	...	7250	8500	...
MICHIGAN												
CALVIN COLLEGE	11840	15170	9	10360	12580	6	8880	11840	8	7400	9250	...
CALVIN THEOLOGICAL SEMINARY	12210	14800	7	9990	11840	5	9250	10360	3
*EASTERN MICHIGAN UNIVERSITY	13000	10500	18100	8	8100	14875	8	6750	11950	6
*GRAND VALLEY STATE COLLEGE	11700	18200	...	9700	15000	...	8000	12400	...	7300	9300	...
HOPE COLLEGE	11100	16000	...	9600	13700	...	8600	11500	...	7000	9900	...
MAADONNA COLLEGE	10290	14330	...	9060	11090	...	8070	10090	...	6500	8100	...
MERCY COLLEGE OF DETROIT	11000	14700	...	8900	11700	...	7500	9300	...	7000	8200	...
NAZARETH COLLEGE	11000	17000	...	8750	11500	...	7300	10000	...	6600	8040	...
OWOSSO COLLEGE ^{b/}	7500	9500	10	6800	9000	10	6300	7700	10	5500	7000	10
*SAGINAW VALLEY COLLEGE	15000	12000	18000	60	10000	14000	40	8500	11500	...
MINNESOTA												
BETHEL COLLEGE & SEMINARY	10900	15600	6	8900	12500	6	7400	10200	7	6500	8000	...
CARLETON COLLEGE	14300	23300	...	10200	15300	...	9750	13000	...	8000	11500	...
COLLEGE OF ST. BENEDICT	13000	17500	...	9800	13600	...	8000	11500	...	7000	9000	...
COLLEGE OF ST. SCHOLASTICA	11760	15750	19	9660	12810	15	7980	10500	12	6720	8610	9
GUSTAVUS ADOLPHUS COLLEGE	11000	20000	...	9000	15000	...	7500	11000	...	6500	9000	...
HAMLIN UNIVERSITY	16500	22000	...	12500	16500	...	10000	12500	...	8000	10000	...
NORTH CENTRAL BIBLE COLLEGE	8000	11500	...	7500	9500	...	6500	8500	...	5000	7500	...
ST. OLAF COLLEGE	11600	20000	...	10900	14350	...	8900	12500	...	7500	9400	...
MISSISSIPPI												
RUST COLLEGE	9000	15000	...	7500	10500	...	7000	9500	...	5000	6500	...
*UNIVERSITY OF MISSISSIPPI	8000	7000	12000	...	5500	10500	...	5000	8000	...
WILLIAM CAREY COLLEGE	10000	16000	...	8000	11000	...	7000	9000	...	6000	8000	...
MISSOURI												
AVILA COLLEGE	9000	15000	...	8000	10000	...	7000	9000	...	6500	8000	...
CULVER STOCKTON COLLEGE	9000	8000	13000	...	7500	10000	...	6500	8000	...
FONTBONNE COLLEGE	11000	9000	12000	...	8000	9500	...	6500	8200	...
MARILLAC COLLEGE	10459	16139	6	8511	13134	6	7259	11202	6	6020	9292	...
SOUTHWEST BAPTIST COLLEGE	12075	14770	4	9450	12408	4	7875	10043	4	6615	7798	...
MONTANA												
NEBRASKA												
MIDLAND LUTHERAN COLLEGE	9000	12500	...	8000	11500	...	7000	9500	...	5500	8500	...
*PERU STATE COLLEGE ^{b/}	12300	14700	8	9600	13900	7	9000	13000	6	8600	10800	...
NEVADA												
*NEVADA SOUTHERN UNIVERSITY ^{b/}	13600	18350	10	10400	14650	10	8375	11375	8	6400	9000	8
*UNIVERSITY OF NEVADA RENO ^{b/}	13600	18350	10	10400	14650	10	8375	11375	8	6400	9000	8
NEW HAMPSHIRE												
FRANKLIN PIERCE COLLEGE	10400	12800	...	8400	10000	...	8000	9400	...	6800	7800	...
NEW ENGLAND COLLEGE	9500	11000	...	8400	10500	...	7500	9900	...	6700	8400	...
NEW JERSEY												
BLOOMFIELD COLLEGE	11250	16800	...	9400	13500	...	8200	11400	...	7000	9300	...
*GLASSBORO STATE COLLEGE ^{d/}	14590	18970	6	12003	15603	6	9405	12225	6	7737	10059	6
*JERSEY CITY STATE COLLEGE ^{d/}	14590	18970	6	12003	15603	6	9405	12225	6	7737	10059	6
*MONTCLAIR STATE COLLEGE ^{d/}	14590	18970	6	12003	15603	6	9405	12225	6	7737	10059	6
*NEWARK COLL. OF ENGINEERING ^{d/}	14590	18970	6	12003	15603	6	9405	12225	6	7737	10059	6
*NEWARK STATE COLLEGE ^{d/}	14590	18970	6	12003	15603	6	9405	12225	6	7737	10059	6
*PATERSON STATE COLLEGE ^{d/}	14590	18970	6	12003	15603	6	9405	12225	6	7737	10059	6
*RUTGERS THE STATE UNIV. ^{d/}	14590	18970	6	12003	15603	6	9405	12225	6	7737	10059	...
SAINT PETER'S COLLEGE
ST. PETER'S COLLEGE	12500	10000	13000	4	9000	11000	3	8500	9500	...
*TRENTON STATE COLLEGE ^{d/}	14590	18970	6	12003	15603	6	9405	12225	6	7737	10059	6
NEW MEXICO												
UNIVERSITY OF ALBUQUERQUE	10800	16000	9	8800	12200	9	6800	9400	9	5800	7600	5
NEW YORK												
ALFRED UNIVERSITY ^{k/}	11200	8800	15000	...	7850	12000	...	6650	9000	...
BARNARD COLLEGE	15000	16500	3	12000	13500	3	9500	10500	2	7350	8350	4
*BERNARD BARUCH COLLEGE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	...
BRENTWOOD COLLEGE	9000	13000	...	8000	11000	...	7000	9000	...	6000	7500	...
*BROOKLYN COLLEGE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	13
*CITY COLLEGE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	13
CLARKSON COLLEGE OF TECHOL.	14000	32000	...	11000	24000	...	9000	18000	...	7000	14000	...
COLGATE ROCHESTER DIV. SCH.	14000	20000	...	11000	15400	...	9000	12600	...	7500	10500	...
COLLEGE OF MT. ST. VINCENT	12000	9500	14000	...	8000	10000	...	7000	8500	...

SALARIES SCHEDULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1969-70

STATE AND INSTITUTION	PROFESSOR			ASSOCIATE PROFESSOR			ASSISTANT PROFESSOR			INSTRUCTOR		
	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.
• - PUBLIC INSTITUTION												
NEW YORK												
COLLEGE OF NEW ROCHELLE	12950	10850	13650	...	8950	11750	...	7750	8450	3
• CUNY GRADUATE DIVISION
ELMIRA COLLEGE	14000	19500	...	16500	10500	...	8500	13300	...	7000	9500	...
HAMILTON COLLEGE	12000	10000	14000	...	8000	12000	...	7000	10000	...
HARTWICK COLLEGE	12500	10000	8000	6500
• HUNTER COLLEGE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	...
IONA COLLEGE	12500	17500	10	10000	14000	8	8000	10500	6	7000	8400	3
• JOHN JAY COLL. CRIM. JUSTICE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	13
LADYCLIFF COLLEGE	10000	15000	...	9000	12500	...	7500	10000	...	6800	8500	...
• LEHMAN COLLEGE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	...
LONG ISLAND UNIVERSITY	14500	11600	16500	...	9600	13000	...	7600	10000	...
MARYMOUNT COLLEGE	15400	18900	...	12500	14300	...	9700	11400	...	8450	9500	...
N.Y. INST. OF TECHNOLOGY	12500	17500	9	10000	14700	10	8800	11500	7	7100	8800	5
NAZARETH COLL. OF ROCHESTER	15000	11000	12000	...	9000	10500	...	7300	8500	...
NIAGARA UNIVERSITY	11000	16000	10	9500	14000	15	7500	11400	13	6500	8000	6
PRATT INSTITUTE	13000	10500	8700	7500
• QUEENS COLLEGE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	...
• RICHMOND COLLEGE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	13
SKIDMORE COLLEGE	12500	10300	13000	...	8500	11800	...	7000	9500	...
ST. JOHN FISHER COLLEGE	12000	9500	14000	...	8500	11500	...	7000	9500	...
ST. JOHN S UNIVERSITY	11000	9550	14000	10	7800	11500	10	6500	9200	9
• SUNY COLLEGE AT OLD WESTBURY	10826	24000	26	8426	18000	24	6565	14000	21	5278	9750	...
• U. S. MERCHANT MARINE ACAA.	18800	25315	17	14088	22249	23	10979	16781	18	9113	12222	10
UNION COLLEGE	14000	24000	...	12000	18500	...	9000	13500	...	7500	11000	...
UNION THEOLOGICAL SEMINARY	12500	15000	5	9500	7600	5600
• UNIV. GRADUATE DIVISION	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	...
VASSAR COLLEGE	13000	22000	...	11500	15000	...	8750	12500	...	6500	9000	...
WELLS COLLEGE	10750	17000	...	10100	12400	...	8900	11500	...	6500	8900	...
• YORK COLLEGE	19620	27900	7	15380	22620	7	12380	18380	7	11005	14855	...
NORTH CAROLINA												
CATAWBA COLLEGE	11000	14000	...	9000	12500	...	7250	11000	...	7000	8500	...
• EAST CAROLINA UNIVERSITY	...	17300	14200	13200	9900	...
• ELIZABETH CITY STATE UNIVER.	12200	16000	...	10000	13200	...	8300	11600	...	6900	9000	...
JOHNSON C. SMITH UNIVERSITY	8400	15000	...	7200	12000	...	6300	10000	...	6000	9500	...
MARKS HILL COLLEGE	9769	12007	...	7391	10988	...	7051	10250	...	6600	7764	...
MEREDITH COLLEGE	10000	8400	10500	...	6800	9200	...	6300	7500	...
• N. C. CENTRAL UNIVERSITY	11000	17300	...	9300	14200	...	8000	13200	...	7000	9900	...
N. C. WESLEYAN COLLEGE	10500	8500	12000	...	7000	11000	...	6000	8500	...
• PEMBERGUE STATE UNIVERSITY	10000	15500	6	8500	12500	6	7200	11600	8	6300	9000	...
ST. ANDREWS PRESBYTERIAN COL	10000	16000	...	9000	14500	...	8000	11500	...	6500	9000	...
NORTH DAKOTA												
OHIO:												
• AIR FORCE INST. OF TECH.	18531	28069	9	15812	24093	9	13389	20555	9	11233	17403	...
BLUFFTON COLLEGE	11000	15000	...	9000	11200	...	8100	10100	...	6600	8200	...
CAPITAL UNIVERSITY	10500	14300	...	9300	12200	...	7900	10300	...	6700	8700	...
• CENTRAL STATE UNIVERSITY	12000	17500	...	9500	16000	...	8500	14500	...	7000	10000	...
COLL. OF MT. ST. JOSEPH	10500	17000	...	8000	13000	...	7500	11000	...	6500	8500	...
COLLEGE OF WOOSTER	11200	21000	...	10000	15200	...	8900	13300	...	7000	9200	...
DENISON UNIVERSITY	12500	18000	...	10800	13000	...	9000	11200	...	7700	8500	...
EVANG. LUTHER. THEOL. SEM.	11000	16000	...	9000	13500	...	8500	12000
FINDLAY COLLEGE	12000	9500	14500	...	8000	11500	...	6500	9000	...
HEBREW UNION COLLEGE	16000	20000	4	12100	14300	4	9900	11550	3	...	9350	...
HEIDELBERG COLLEGE	12000	9500	13000	...	8000	10500	...	6500	8000	...
KENYON COLLEGE	12000	20000	...	10000	13000	...	8000	11000	...	8000	9000	...
LAKE ERIE COLLEGE	11500	16000	...	9500	13000	...	8000	11000	...	7000	9500	...
OHIO DOMINICAN COLLEGE	11500	12700	4	10000	11200	4	8000	9600	4	6900	7700	...
OHIO NORTHERN UNIVERSITY	11400	14500	...	9250	12625	...	8265	10625	...	6450	8750	...
OHIO WESLEYAN UNIVERSITY	12600	18270	...	10700	12600	...	8500	10700	...	6500	8500	...
ST. JOHN COLL. OF CLEVELAND	9450	11250	...	8550	10350	...	7200	9450	...	5850	7200	...
WILMINGTON COLLEGE	10500	16000	55	8500	12500	40	7500	10500	30	6500	8500	20
OKLAHOMA												
OREGON												
• EASTERN OREGON COLLEGE	11700	18156	9	9204	14280	9	7548	11712	9	6000	9312	9
• OREGON COLLEGE OF EDUCATION	11700	18156	9	9204	14280	9	7548	11712	9	6000	9312	9
• OREGON STATE UNIVERSITY	11700	18156	9	9204	14280	9	7548	11712	9	6000	9312	9
• OREGON TECHNICAL INSTITUTE	11700	18156	9	9204	14280	9	7548	11712	9	6000	9312	9
PACIFIC UNIVERSITY	11500	15700	12	9000	12600	12	7500	10500	12	6500	8400	8
• PORTLAND STATE UNIVERSITY	11700	18156	9	9204	14280	9	7548	11712	9	6000	9312	9
REED COLLEGE	13400	21000	9	11200	13400	4	8800	11000	5	7900	8350	...
• SOUTHERN OREGON COLLEGE	11700	18156	9	9204	14280	9	7548	11712	9	6000	9312	9
• UNIVERSITY OF OREGON	11700	18156	9	9204	14280	9	7548	11712	9	6000	9312	9
WARNER PACIFIC COLLEGE	9000	9500	...	8000	9000	...	6800	8500	...	6500	7000	...
WESTERN BAPTIST BIBLE COLL.	6800	9800	15	6300	8500	11	5900	7700	9	5500	6550	...
PENNSYLVANIA												
ALLENSTOWN C. ST. FRAN DE SALES	12400	15400	5	9900	12400	5	7900	9900	5	6500	8100	5
ALLIANCE COLLEGE	9000	16000	...	8000	15000	...	7000	11000	...	6000	8000	...
BEAVER COLLEGE	11500	10000	13000	...	8000	11000	...	7000	9000	...
• BERKSHIRE STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
CABRINI COLLEGE	13200	8700	11200	...	8000	10000	...	6500	8000	5
• CALIFORNIA STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
CEDAR CREST COLLEGE	11000	15700	...	10200	13200	...	8200	10800	...	6400	9200	...

SALARIES SCHEDULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1969-70

STATE AND INSTITUTION	PROFESSOR			ASSOCIATE PROFESSOR			ASSISTANT PROFESSOR			INSTRUCTOR		
	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.
• - PUBLIC INSTITUTION												
PENNSYLVANIA												
•CHEYNEY STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
•CLARION STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
COLLEGE MISERICORDIA	11000	18000	10	9000	15000	10	7500	12000	9	6500	9500	3
•EDINBURG STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
HAVERFORD COLLEGE	14500	26000	...	12000	14500	...	9500	12000	...	7500	9500	...
HOLY FAMILY COLLEGE ^{a/}	12500	15000	4	10000	12400	4	8000	10000	4	6800	8000	4
•INDIANA UNIVERSITY OF PENN.	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	...
KILKOE SEMINARY	10500	15000	...	9000	12200	...	6600	10700	...	6000	9100	5
KING S COLLEGE ^{a/}	12500	18000	7	8700	13500	12	7300	10500	11	6600	8500	...
•KUTZTOWN STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
LA SALLE COLLEGE	13700	16800	6	9900	12900	6	7900	10300	6	6500	8400	6
•LUCK HAVEN ST. COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	...
•MANSFIELD STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
MARYWOOD COLLEGE	10400	13000	...	9840	13186	...	7592	10400	...	7072	9360	...
•MILLERSVILLE STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
MOORE COLLEGE OF ART	8750	12450	...	8900	10950	...	7000	10000	...	7250	8600	8
MORAVIAN COLLEGE	12000	17200	...	10500	13000	...	8000	10900	...	7200	8900	...
ROSEMONT COLLEGE	12500	9000	12500	...	7500	10000	...	6500	8500	...
•SHIPPENSBURG STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
•SLIPPERY ROCK STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
ST. FRANCIS COLLEGE	11700	15000	6	9200	11900	6	7700	9800	6	6500	8000	...
ST. VINCENT COLLEGE ^{a/}	13500	16000	...	11000	14500	...	9500	13500	...	7500	12000	...
TEMPLE UNIVERSITY	14200	15600	2	11000	12000	?	8500	9300	2	6500	7100	2
THIEL COLLEGE	10800	14500	...	9000	12000	...	7800	10500	...	6800	8500	...
WAYNESBURG COLLEGE	11500	15412	6	9400	12597	6	8100	10855	6	6800	9113	6
•WEST CHESTER STATE COLLEGE	13680	18340	6	11240	15080	6	8820	11800	6	7250	9720	6
RHODE ISLAND												
PROVIDENCE COLLEGE	13000	16000	...	11000	12500	...	9000	10500	...	7000	8500	3
•RHODE ISLAND COLLEGE	12000	18000	...	10000	15000	...	8000	13000	...	7000	9000	...
RHODE ISLAND SCH. OF DESIGN	11500	15500	...	10000	13000	...	8500	10500	...	7000	9000	...
SOUTH CAROLINA												
CENTRAL WESLEYAN COLLEGE	8700	11400	5	7620	10500	6	6540	7260	4	5820	6360	12
COLLEGE OF CHARLESTON	11000	17500	...	9000	12000	...	7000	10000	...	6500	7500	...
ERSKINE COLLEGE	8700	12250	...	8600	11300	...	7600	10500	...	6500	8500	...
•THE CITADEL ^{a/}	12650	15400	3	11000	14300	5	8745	12320	9	8200	8426	...
SOUTH DAKOTA												
AUGUSTANA COLLEGE	10000	17000	...	9000	15000	...	7500	11000	...	6500	9000	...
•DAKOTA STATE COLLEGE	10000	9000	11500	...	7500	10000	...	7000	8000	...
DAKOTA WESLEYAN UNIVERSITY	10000	14750	...	9500	11500	...	8000	10000	...	7000	9000	...
SIOUX FALLS COLLEGE	9000	12000	...	8000	10000	...	7000	9000	...	6000	8000	...
•SOUTHERN STATE COLLEGE ^{a/}	9500	8500	6500	11500	13	6000	10000	...
YANKTON COLLEGE	9600	12000	...	8400	10800	...	7200	9600	...	6600	8400	6
TENNESSEE												
•AUSTIN PEAY STATE UNIVERSITY ^{a/}	8000	17000	...	7400	15600	...	7300	13500	...	6000	11500	...
BETHEL COLLEGE	9000	14000	...	7000	11000	...	6000	8000	...	6000	7200	...
CAKSON NEWMAN COLLEGE	8000	12000	...	5800	9000	...	5000	7500	...	4500	5500	...
COVENANT COLLEGE	10100	9000	10000	...	8000	8900	...	6600	7900	...
KNOXVILLE COLLEGE	11500	14500	...	9000	12500	...	7500	10000	...	6000	8000	...
•MEMPHIS STATE UNIVERSITY ^{a/}	8000	17000	...	7400	15600	...	7300	13500	...	6000	11500	...
•MIDDLE TENNESSEE STATE UNIV. ^{a/}	8000	17000	...	7400	15600	...	7300	13500	...	6000	11500	...
•TENNESSEE STATE UNIVERSITY ^{a/}	8000	17000	...	7400	15600	...	7300	13500	...	6000	11500	...
UNION UNIVERSITY	11000	17500	4	8500	13500	4	7000	10500	4	6000	8500	4
WILLIAM JENNINGS BRYAN COLL.	9100	16750	9	7450	13675	9	6575	12100	9	5825	10700	9
TEXAS												
ABILENE CHRISTIAN COLLEGE ^{a/}	8433	10143	2	7443	8766	2	6534	7911	2	5715	6705	...
•ANGELO STATE UNIVERSITY ^{a/}	10206	15732	...	8298	13680	...	7650	12924	...	7020	10188	...
AUSTIN COLLEGE	10000	17000	...	9000	14000	...	7000	11000	...	6000	9500	...
•EAST TEXAS STATE UNIVERSITY	12000	16875	...	11710	14716	...	9500	12800	...	7875	13500	...
EPISCOPAL THEOL. SEM OF S.W.	8400	10000	...	6600	7500	...	5500	6400	...	4500	5400	...
JARVIS CHRISTIAN COLLEGE ^{a/}	11000	14600	9	8200	12600	9	7500	10500	9	7200	7800	...
•SAM HOUSTON STATE UNIVERSITY	10719	15075	...	9864	14220	...	9009	13320	...	7731	9639	...
•STEPHEN F. AUSTIN ST. UNIV.	13000	15500	5	11000	14000	6	9000	12000	6	7000	9500	...
TRINITY UNIVERSITY	10000	22000	...	9000	15000	...	8000	12000	...	7000	10000	...
UTAH												
WESTMINSTER COLLEGE	11500	13500	4	9400	11200	4	7850	9250	4	6600	7600	4
VERMONT												
•CASTLETON STATE COLLEGE	9000	17000	...	8000	14000	...	7000	11500	...	6000	9000	...
•JOHNSON STATE COLLEGE	9000	17000	...	8000	14000	...	7000	11500	...	6000	9000	...
•LYNDON STATE COLLEGE	9000	17000	...	8000	14000	...	7000	11500	...	6000	9000	...
VIRGINIA												
EASTERN PENNONITE COLLEGE	7000	9000	...	6500	8000	...	6000	7000	...	5500	6500	...
HAMPTON INSTITUTE	11500	17500	...	10000	14000	...	8000	11500	...	6500	9500	...
•LONGWOOD COLLEGE	11500	17000	16	9500	14500	16	8000	11000	12	7500	9000	4
•MADISON COLLEGE ^{a/}	12700	15700	6	10500	12500	5	8800	10000	4	7900	8800	3
MARY BALDWIN COLLEGE	12650	15500	...	10850	14350	...	9550	11700	...	7000	9550	...
•MARY WASHINGTON COLLEGE	12600	15000	6	10600	12600	5	8900	10100	4	7700	8900	3
RANDOLPH MACON WOMEN S COLL.	11700	17800	...	10900	12600	...	8600	11600	...	7300	8900	...
•VIRGINIA MILITARY INSTITUTE	13300	15700	6	11300	13700	6	9700	11500	6	7900	9500	...
•VIRGINIA STATE COLLEGE	11000	16500	9	8700	13200	9	7400	9800	8	6500	8600	7

SALARIES SCHEDULED FOR FACULTY IN UNIVERSITIES AND COLLEGES, 1969-70

STATE AND INSTITUTION	PROFESSOR			ASSOCIATE PROFESSOR			ASSISTANT PROFESSOR			INSTRUCTOR		
	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.
* - PUBLIC INSTITUTION												
VIRGINIA												
VIRGINIA WESLEYAN COLLEGE	10500	13500	...	9500	12000	...	7500	10500	...	6500	9500	...
WASHINGTON												
*CENTRAL WASHINGTON ST. COLL.	13762	16124	4	11025	13230	5	8519	10584	5	7218	8142	3
NORTHWEST COLLEGE	9045	10245	12	8040	9040	10	7035	7835	8	6700	7500	6
SAINT MARTIN'S COLLEGE	11000	15000	8	9500	13000	12	8000	11000	11	6500	8750	9
SEATTLE UNIVERSITY ^{a/}	12000	18000	...	10000	15000	...	8000	12000	...	7000
*WESTERN WASHINGTON ST. COLL. ^{b/}	14017	18384	8	11276	13426	5	8968	10781	5	7688	8562	3
WEST VIRGINIA												
*CONCORD COLLEGE	12000	15700	...	9700	13500	...	8200	11500	...	7200	9000	...
DAVIS AND ELKINS COLLEGE	10300	14000	...	8500	11500	...	7500	9000	...	6300	7800	...
MORRIS HARVEY COLLEGE	9300	14000	...	8700	11000	...	7500	10500	...	6900	9000	...
SALEM COLLEGE ^{c/}	8800	13500	...	8300	11500	...	7000	9000	...	6000	7800	...
WISCONSIN												
DELOIT COLLEGE	13500	10500	14000	...	9000	11500	...	8500	10000	...
CARTHAGE COLLEGE	11000	16000	...	9500	12300	...	8000	10500	...	7200	8500	...
VITERBO COLLEGE	10300	15800	11	9100	13600	10	7600	11000	9	6500	9600	8
WYOMING												
CANAL ZONE												
PUERTO RICO												
INTER AM UNIV OF PUERTO RICO	10700	14500	...	7800	10600	...	6100	8300	...	4750	6450	...
GUAM												
*UNIVERSITY OF GUAM	11232	16692	9	9282	13962	9	8112	12272	9	6576	9672	...
SALARIES BASED ON ACADEMIC PREPARATION												
	DOCTORATE			SIX YEARS			MASTER'S			BACHELOR'S		
	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.	MINI-MUM	MAXI-MUM	INCR.
NORTH DAKOTA												
NORTHWEST BIBLE COLLEGE	5990	6665	14	4683	5358	14	4410	5085	14	3267	3942	14
^{a/} Salaries cover the range of educational preparation within each rank. ^{b/} Salaries shown exclude merit increments. ^{c/} Salaries cover the range of both terminal and non-terminal degrees within each rank. ^{d/} Extended maximums for each rank are: 24,080, professor; 19,803, associate professor; 15,515, assistant professor; 11,607, instructor. ^{e/} Salaries exclude "exceptional service" maximums. ^{f/} Publications are required in order to receive the last two increments in all ranks except that of instructor. ^{g/} "Extended maximum" for assistant professor is 10,900. ^{h/} Number of increments varies with level of educational preparation within each rank. ^{i/} Professor's salary is negotiable after Step 5. ^{j/} Salaries for professor are negotiable after Step 11. ^{k/} Salaries are for the private sector. ^{l/} Salaries include "discretionary steps."												

EXAMPLES OF SALARY SCHEDULES

This section contains five salary schedules, one representative of institutions within each of the five groupings used in this report: public university, public college, institution in a state-wide system, nonpublic university, and nonpublic college. The selection of the schedules does not imply endorsement or approval by the National Education Association or the NEA Research Division. They have been chosen as examples of comprehensive salary schedules because they contain a large proportion of the

major provisions which have been reviewed in this report. Where possible, information in the original documents not within the scope of this report has been deleted.

These five institutions have granted the NEA Research Division permission to reproduce their salary schedules. They are included for illustrative purposes only; therefore, identification has been deleted.

Salary Schedule of a Public University

CHAPTER III

PERSONNEL POLICY AND PROCEDURE FOR THE PROFESSIONAL STAFF

["Section 1 - Selection and Appointment Policy and Procedure" has been deleted.]

SECTION 2 - Professional Advancement

It is essential to maintain a flexibility in promotion and salary arrangements that will provide on a fair and just basis appropriate recognition for merit and outstanding performance.

2.1 Concerning Achievement and Service

Two quite different sets of factors might be considered in estimating readiness for increases in salary and worthiness for promotion: MERIT AND LONGEVITY (assuming satisfactory service).

MERIT should be the major criterion for promotion in rank. Merit should also receive recognition through salary increases in the following ways: (1) a high degree of merit can result in a salary increase of one step or more -- and (2) a demonstrated lack of merit can result in the withholding of a salary increase.

MERIT factors which include such items as (1) teaching effectiveness, skill and efficiency in the classroom; (2) creative and scholarly productions contributing to the social, economic or industrial advancement of man; (3) research activities; (4) continued professional growth; including national or regional recognition in university teaching, or in special professional fields; (5) student counseling; (6) committee work; (7) membership in professional organizations; (8) contributions to campus activities; (9) counseling and advisory services to individuals, organizations, or agencies; (10) achievement in extension activities or public service work; (11) leadership activities in a professional organization; (12) government service; (13) constructive relationship with colleagues; observance of professional academic and ethical principles; (14) community activity and service.

LONGEVITY (ASSUMING SATISFACTORY SERVICE) should be a major criterion for annual salary increases. LONGEVITY includes such items as: (1) total service covering both years at [name of institution] and equivalent experience elsewhere, and (2) total years in rank.

CONDITIONS OF SUPPLY AND DEMAND may also influence rank and salary levels.

Merit factors and longevity (assuming satisfactory service) contribute to readiness for increase in salary. Promotion in professional rank, however, cannot be attained by mere

accumulation of years of service. Distinction as a professional person can be achieved only through outstanding professional activities comprising the search for, the perpetuation of, and the dissemination of knowledge toward worthy ends.

It is recognized that any of the academic ranks may be an appropriate terminal rank.

2.2 Criteria for Appointment and Promotion to the Several Academic Ranks

- 2.2.1 INSTRUCTOR (or First Rank) -- Evidence of good character and balanced personality; sound educational background for the specific position, including as a minimum the Master's degree or equivalent; definite plans for continued professional study; teaching potential or appropriate experience in academic work at the elementary, secondary, or college level, including university assistantship or comparable experience in business, industry, or government service.

An Instructor, with a Doctor's degree or equivalent, or who has demonstrated his value to the University by superior service, may expect to be considered for promotion at any time and, in the case of those Instructors holding Doctor's degrees or equivalent, must be considered for promotion after a period of not more than two years in this rank.

- 2.2.2 ASSISTANT PROFESSOR (or Second Rank) -- Qualifications of the previous rank plus: Doctor's degree or equivalent in special professional field or previously demonstrated superior service to the University; a record of effectiveness as a university teacher; demonstrated teaching competence in classroom and laboratory; definite interest in counseling students; skill in handling classroom and campus routines; evidence of continued professional growth through study, membership in professional organizations, and creative or research activity; demonstrated ability to work in harmony with colleagues in the best interests of the University and the people it serves.

An assistant professor may expect to be considered for promotion at any time and must be considered for promotion after a period of not more than five years in this rank.

- 2.2.3 ASSOCIATE PROFESSOR (or Third Rank) -- Qualifications of the previous rank plus: the Doctor's degree or equivalent in special professional field; a record of effectiveness as a University teacher; demonstrated success as a counselor of students; a record of participation in professional organizations; service on college and university committees; a record of creative or research activity resulting in publication or comparable productivity; reputation among colleagues for stability, integrity, and capacity for further significant intellectual and professional achievement.

An associate professor may expect to be considered for promotion at any time and must be considered for promotion after a period of not more than eight years in this rank.

- 2.2.4 PROFESSOR (or Fourth Rank) -- Qualifications of the previous rank plus: the Doctor's degree or equivalent recognition in special professional field; achievement of full maturity as an effective classroom teacher and wise counselor of students; a record of significant contributions as a member of faculty committees; regional or national recognition in special professional field; record of significant publication or comparable creative and research productivity; indication of respect and esteem of colleagues and students; recognition and respect for participation and service in worthy community, state, or nation-wide activities; record of success in directing graduate level work.

The professor should anticipate spending from twelve to twenty-four years or more in this rank.

[Criteria for appointment and promotion to equivalent ranks in research, extension and public service, university services, lecturer, emeritus status, etc., have been deleted.]

2.8 PROCEDURE FOR EFFECTING TENURE, PROMOTION AND SALARY INCREASE

Recommendations for tenure, promotion and/or salary increase are initiated by the Chairman of the Department after consultation with members of his staff. These recommendations are made in accordance with established criteria and are submitted to the Dean for review in light of the professional staff needs of his college as a whole. In preparing his recommendations, the Dean will confer with the Department Chairman and, if deemed advisable, with other members of the professional staff of the University. If the Department Chairman is eligible for tenure, promotion and/or salary increase, the Dean will consult with him about the matter and make a recommendation to the President. In the case of other staff members, the Dean's recommendations, including those of the Department Chairman, are submitted to the President, who reviews them in light of the total professional staff needs of the several units. He will consult with the Academic Council before making his recommendations to the Board of Regents. No tenure status, promotion, or salary increase is final until officially approved by the Chancellor and the Board of Regents.

SECTION 3 - Advancement in Salary

3.1 Advancement in Relation to Promotion in Rank

The plan for promotion in rank and salary advancement within the [name of institution] is designed to provide: (1) a sense of security for each professional staff member; (2) a range of rank and salary incentives to continued advancement in the profession; (3) a means of recognition for professional accomplishment; (4) appropriate remuneration for service performed; (5) a flexible procedural arrangement to meet the professional staffing needs of the University.

The RANK AND SALARY PATTERN on the following pages shows the four academic ranks and equivalents, the approximate percent of the professional staff typically considered appropriate to each rank at a State Land Grant University, and the range of salaries over the several ranks arranged in the sixteen steps. The salary spread from the base to the top step is 1 to 2.65.

The base salary will be appraised annually by the Administration in the light of current conditions. It is recognized that if the base is not kept realistic, the initial salaries of new staff members and the adjustments in the individual cases will soon destroy the consistency of the schedule.

3.2 Using the "Rank and Salary Pattern"

- 3.2.1 Transition from the logarithmic progression "Rank and Salary Pattern" to the linear progression pattern occurred during the 1964-65 and 1965-66 fiscal years. The objective during that two year period was to move all staff to the new pattern without disturbing existing relative positions except for those persons receiving promotions in rank.
- 3.2.2 Now that the transition to the linear schedule has been accomplished, all salaries will be at a specified step. The maximum salary which may be paid for instructor or first rank shall be Step I, 9; for assistant professor or second rank, Step II, 9; and for associate professor or third rank, Step III, 11, except that in an individual case up to two additional steps may be authorized in these ranges upon recommendation of the Department Chairmen and Dean (or their equivalents). Step IV, 11 for professor or fourth rank is a base and no maximum shall apply to this step.
- 3.2.3 Typically, after the age of retirement has been reached, there is no further salary step increase within rank or promotion in rank. As responsibilities and duties decrease in connection with any post-retirement-age assignment there is a corresponding decrease in earnings.
- 3.2.4 The highest step in each range shall be reserved for those persons considered to be either outstandingly meritorious or in a field of specialization where the competitive demand is so extreme as to justify higher salaries in order to hold or attract competent faculty. In such cases, full documentation shall accompany recommendations for each individual.

- 3.2.5 The usual rate of salary advancement is one year per salary step within rank. Any acceleration in the rate of advancement must be fully justified on the basis of merit. The opportunity is available, however, for a well-qualified professional staff member of exceptional ability and continued brilliant achievement to skip at least one salary step per rank. Except in unusual circumstances, such as financial exigencies of the University or poor performance not quite justifying cause for dismissal, the maximum time at any one salary is four years.
- 3.2.6 When circumstances clearly justify, appointments may be made higher than the first step of a rank. Such flexibility in making appointments is essential to meeting the professional staff needs of the University.
- 3.2.7 In determining the appropriate salary step to which a professional staff member is to be assigned, prime consideration will be given to merit factors and longevity (assuming satisfactory service) in rank. In assigning the appropriate salary step to new appointees, allowance is made for direct teaching and related experience obtained prior to joining the [name of institution] faculty and for experience gained during any approved interruption of service at [name]. Appropriate allowance may be according to the following guide:
- (a) Graduate fellowships and laboratory assistantships -- no allowance
 - (b) Graduate student assistantships -- 1/4 to 1/2 allowance per year, but not to exceed a maximum allowance of two full years.
 - (c) High school teaching of equivalent applicable, creative, industrial or governmental experience -- 1/2 allowance per year, but not to exceed a maximum of 10 full years.
 - (d) Professional experience in appropriate field, including creative, industrial and governmental -- 1/2 to full allowance per year, but not to exceed a maximum of 15 full years.
 - (e) Junior college and college teaching in major or minor fields -- full allowance up to a maximum of 20 years. (To be used as a general guide only. Nature of previous experience and quality of institution are among other factors considered.)
- Exception to the guide may be made upon submission in writing of convincing evidence.
- 3.2.8 Promotion in rank or increase in salary is never automatic, but subject always to full review in accordance with established University procedures.
- 3.2.9 Notification of salary status shall be made as early as possible -- usually in April.

[Sections 4 - Evaluation, 5 - Amendment Procedure, and 6 - Appeals have been deleted.]

[NAME OF INSTITUTION]

Instructor or Rank I	Assistant Professor or Rank II		Associate Professor or Rank III		Professor or Rank IV	
	10 Mo.	12 Mo.	10 Mo.	12 Mo.	10 Mo.	12 Mo.

Increment		
	\$475	\$570
Range 4		
11	18,350	22,020
10	17,875	21,450
9	17,400	20,880
8	16,925	20,310
7	16,450	19,740
6	15,975	19,170
5	15,500	18,600
4	15,025	18,030
3	14,550	17,460
Increment		
	\$425	\$510
2	14,075	16,890
1	13,600	16,320

Range 3

13	15,500	18,600
12	15,075	18,090
11	14,650	17,580
10	14,225	17,070
9	13,800	16,560
8	13,375	16,050
7	12,950	15,540
6	12,525	15,030
5	12,100	14,520
4	11,675	14,010
3	11,250	13,500
2	10,825	12,990
1	10,400	12,480

Increment
\$375 \$450

Range 2

11	11,750	14,100
10	11,375	13,650
9	11,000	13,200
8	10,625	12,750
7	10,250	12,300
6	9,875	11,850
5	9,500	11,400
4	9,125	10,950
3	8,750	10,500
2	8,375	10,050
1	8,000	9,600

Increment
\$325 \$390

Range 1

11	9,650	11,580
10	9,325	11,190
9	9,000	10,800
8	8,675	10,410
7	8,350	10,020
6	8,025	9,630
5	7,700	9,240
4	7,375	8,850
3	7,050	8,460
2	6,725	8,070
1	6,400	7,680

Salary Schedule of a Public College

[Name of Institution]
[Address]

April 2, 1969

Criteria for Employment, Advancement and/or Promotion of
Faculty Members

To be considered for employment, advancement and/or promotion, all members of the faculty shall be evaluated and rated according to these criteria. New members of the faculty shall be placed in the salary schedule according to education and experiential standards of this instrument. In the event that a new faculty member accepts a position below his rated level, special adjustment cannot be made until such time as his status is changed. He will be expected to meet the standards in evaluation of professional services. In the case of a change in degree status before September 1, a faculty member's contract may be rewritten in conformity with his new step level. To secure advancement and/or promotion, a faculty member must meet both the (1) education and experiential standards as well as (2) evaluation of professional services.

The first part of the criteria is designed to determine the minimum education and experiential standards for employment and/or promotion. Each staff member must meet the standard as established to be considered for advancement. The second part of the plan is the evaluation of professional services. Each faculty member who meets the E & F standard for the next salary step will be required to also receive the minimum score on the evaluation of professional services to be advanced to the next salary step.

A minimum total of 60 points with 36 points in the area of teaching effectiveness is required of each faculty member to be recommended for advancement of one salary step. A minimum total of 85 points is required of each staff member to be recommended for advancement of more than one salary step. This rating is based on the evaluation of professional services shown on the form, "Evaluation of Professional Services", as determined by the Division Chairman and subject to the approval of the Dean of Faculty and the President of the college.

A salary schedule consisting of twenty-two rated steps will be used with these criteria.

[Name of Institution]

SALARY SCHEDULE

January 23, 1969

<u>Rank</u>	<u>Rated Step</u>	<u>Salary</u>
Professor	22	Open
	21	\$15,588
	20	14,988
	19	14,412
	18	13,848
	17	13,320
Associate Professor	16	12,804
	15	12,312
	14	11,844
	13	11,388
	12	10,944
	11	10,524

Assistant Professor	10	10,128
	9	9,732
	8	9,360
	7	9,000
	6	8,652
	5	8,316
Instructor	4	8,004
	3	7,728
	2	7,452
	1	7,176
	Base	6,900

The rated increments in the various ranges are computed as follows:

Instructor	\$275
All other ranks	4% above previous step

Salary figures rounded to the nearest number divisible by twelve.

MINIMUM ACADEMIC AND EXPERIENTIAL STANDARDS

It is the policy of the college that the doctor's degree is the most desirable academic qualification for employment. It is required beyond the assistant professor level for promotion in all fields except those explained below. Where the doctorate is not common, or where professional or vocational experience is highly beneficial to the college, eligibility for employment and/or promotion may be considered when certain attainments have been achieved.

Equivalent work to the doctorate must be truly equal to the distinction implied by that title. Education and experience in the program other than that leading to a doctorate should be evaluated in considering qualifications of faculty members for promotion. Evidence should be applied to the evaluating authorities that the program pursued is equivalent to the courses and collateral work normally required for a doctorate.

Furthermore, the results of such a program -- art works, musical compositions, dramatic productions, scientific research problems, and similar efforts -- must be distinctly out of the ordinary. For instance, the art product must be part of some nationally recognized collection, the music produced on the level with that of nation-wide importance, and the like.

Any experience or education applied toward equivalency will not apply as E & E (education and experience) credit.

Candidates for employment above the rank of assistant professor, lacking the doctorate, should be scrutinized carefully for scholarly attainment and depth of understanding in their fields. Eligibility for consideration for employment or promotion at the associate professor or professor level, in specific areas, shall be based on the following criteria:

Athletic and Recreation

For those faculty members who receive academic teaching-load credit for an assignment in intercollegiate athletics, the following minimum standards must be met for consideration for promotion to assistant or associate professor: Ten (10) years coaching experience as a full-time staff member or relevant vocational experience and/or relevant college or university teaching and at least 30 quarter hours of relevant graduate work beyond the master's degree, or seven (7) years coaching experience as a full-time staff member and at least 54 quarter hours of relevant graduate work beyond the master's degree. Each season of professional playing experience on a recognized team may substitute for one year's coaching experience. Not more than one-half of the coaching experience may be earned at secondary or junior college levels.

Business (Accounting, Law, and Office Administration)

Two years of graduate study in business subjects to include a master's degree and: for teaching accounting, three (3) years of accounting experience, plus the Certified Public Accountant's

Certificate; for teaching business law, a degree in law and admission to the Bar; for teaching office administration, three (3) years of secretarial experience, plus the Certified Professional Secretary's Certificate; entitles the holder to consideration for promotion to assistant or associate professor.

Fine Arts and Dramatic Arts

Faculty members who do not possess the doctorate will be considered for promotion to associate professor in the fields of fine arts and dramatic arts under the following circumstances: evidence of the completion of three years of organized measurable graduate work (90 quarter hours beyond the M.A. or 60 quarter hours beyond the M.F.A.). When the aforementioned work has led to high proficiency, a faculty member is entitled to consideration for promotion. Nine years of teaching on the college level, or possession of ability, skills, and attainment above the average of people in the same field may be recognized as a substitute for no more than one year of graduate work. These attainments should be of measurable character such as recognized stature as an exhibiting or performing artist beyond local, state, or regional areas.

Extraordinary Cases

There may be instances when faculty members who, because of national or regional reputation, stature, or maturity, will be worthy of consideration for promotion, but who do not have a doctor's degree, and are not covered by provisions as enumerated.

Such an individual may be recommended for promotion, but such recommendation must be accompanied by exceptionally strong evidence of the individual's unique professional contributions to his field and to the college.

Unit of E & E

A unit of education and experience may be achieved in one of three methods or a combination of the methods.

1. One academic year teaching on a full-time basis with a college or university. (Leave time at [name of institution] used effectively to increase education or experience which may not be applicable to a degree is equivalent to the same amount of teaching experience.)
2. Two years of satisfactory full-time experience in the field of specialization.
3. Completing 15 quarter hours of graduate study beyond the master's degree. (Completion of all requirements for the doctoral degree except the dissertation also counts as one unit.)

MINIMUM ACADEMIC AND EXPERIENTIAL STANDARDS

INSTRUCTOR

Base Level	1st Level	2nd Level	3rd Level	4th Level
Bachelor's degree	Master's degree	Master's degree plus one unit of E & E.	Master's degree plus two units of E & E.	Master's degree plus three units of E & E.

ASSISTANT PROFESSOR

5th Level	6th Level	7th Level	8th Level	9th Level	10th Level
Master's degree plus three units of E & E of which one unit must be graduate study.	Master's degree plus four units of E & E of which one unit must be graduate study.	Master's degree plus five units of E & E of which two units must be graduate study or Doctor's degree or equivalent.	Master's degree plus six units of E & E of which three units must be graduate study or Doctor's degree or equivalent plus one unit of E & E.	Master's degree plus seven units of E & E of which three units must be graduate study or Doctor's degree or equivalent plus two units of E & E.	Master's degree plus eight units of E & E of which four units must be graduate study or Doctor's degree or equivalent plus three units of E & E.

ASSOCIATE PROFESSOR

11th Level	12th Level	13th Level	14th Level	15th Level	16th Level
Doctor's degree or equivalent plus four units of E & E.	Doctor's degree or equivalent plus five units of E & E or one year in rank.	Doctor's degree or equivalent plus six units of E & E.	Doctor's degree or equivalent plus seven units of E & E or two years in rank.	Doctor's degree or equivalent plus eight units of E & E.	Doctor's degree or equivalent plus nine units of E & E or three years in rank.

PROFESSOR

17th Level	18th Level	19th Level	20th Level	21st Level	22nd Level
Doctor's degree or equivalent plus ten units of E & E.	Doctor's degree or equivalent plus eleven units of E & E.	Doctor's degree or equivalent plus twelve units of E & E.	Doctor's degree or equivalent plus thirteen units of E & E.	Doctor's degree or equivalent plus fourteen units of E & E.	Distinguished Service

[Section on "Evaluation of Professional Services" has been deleted.]

Salary Schedule of an Institution in a Statewide System

SALARY SCHEDULE
STATE COLLEGES
1969-70

<u>RANK</u>	<u>RANGE</u>	<u>INCREMENT</u>	<u>MINIMUM</u>	<u>MAXIMUM (7 steps)</u>	<u>EXCEPTIONAL SERVICE* MAXIMUM/STEPS</u>	<u>MINIMUM PROFESSIONAL EXPERIENCE</u>	<u>ACADEMIC ATTAINMENT</u>
Professor	37	\$730	\$14,590	\$18,970	\$24,080/14	8 years	(See Note 1.)
Associate Professor	33	600	12,003	15,603	19,803/14	5 years	(See Note 1.)
Assistant Professor	28	470	9,405	12,225	15,515/14	...	(See Note 2.)
Instructor	24	387	7,737	10,059	11,607/11	...	(See Note 3.)

*Increases beyond step number 7 of the salary range are made by special recommendation within general policy established by the State Board of Higher Education.

Note 1. Minimum academic attainment requirement for a Professor and an Associate Professor is: An earned doctorate in the appropriate field of study.

Note 2. Minimum academic attainment requirements for an Assistant Professor are: An earned master's degree in the appropriate field of study plus the satisfactory completion of a year of graduate study toward a higher degree or specialization diploma in the appropriate field of study or the completion of all requirements for the doctorate except the dissertation.

Note 3. Minimum academic attainment requirements for an Instructor are: An earned master's degree in the appropriate field of study or progress more than equivalent to a master's degree in an approved doctoral program in the appropriate field of study.

[Section on "Academic Freedom and Tenure" has been deleted.]

APPOINTMENT AND RETENTION OF FACULTY

Appointments

Appointments to the faculty of a state college are made by the board of trustees as provided by law. In making appointments, the board of trustees ordinarily acts upon the recommendation of the president, which is made after appropriate consultation with faculty and administrative officials. Appointments are subject to the availability of funds and proper recording.

Period of Appointment

Appointments and reappointments are limited to a maximum of one year until the faculty member attains tenure.

Provisions of Appointment

When an applicant is appointed to the faculty of a state college, he receives a contract which includes:

1. The dates for which the appointment is effective
2. The salary rate

3. The name of the employing college
4. Academic rank
5. A list of the field or fields in which he is expected to teach or work.

The Board of Higher Education recommends that contracts be executed not less than three months before the beginning of an academic year and preferably six months in advance of such date, budgetary policies permitting.

Notice of Non-reappointment

When the board of trustees does not intend to reappoint a faculty member, notice of non-reappointment shall be given in writing not later than March 1 of the first academic year of service and not later than December 15 of the second and third academic years of service.

Qualifications for Rank

The following are minimum qualifications for academic rank but they are not to be considered to guarantee automatic appointment to a given rank. In any event, they do not preclude a board of trustees from establishing higher qualifications.

- A. Instructor: An earned master's degree in the appropriate field of study, or progress more than equivalent to a master's degree in an approved doctoral program in the appropriate field of study.
- B. Assistant Professor: An earned master's degree in the appropriate field of study plus the satisfactory completion of a year of graduate study toward a higher degree or specialization diploma in the appropriate field of study, or the completion of all requirements for the doctorate except the dissertation.
- C. Associate Professor: An earned doctorate in the appropriate field of study and five years of professional experience.
- D. Professor: An earned doctorate in the appropriate field of study and eight years of professional experience.

The Board of Higher Education recognizes that in exceptional cases individuals may present qualifications as to education and experience that their faculty peers will adjudge to be the equivalent of the above qualifications, although not corresponding to them to the letter. In such cases, the board of trustees of the college may, upon the recommendation of the president, appoint such individuals to the rank deemed appropriate.

- E. Distinguished Service Professor: As established by the board of trustees. (This rank is to provide for the individual who has demonstrated outstanding scholarship, teaching ability, or distinction in a field such as the arts, the humanities, science or government. The purpose of the rank of distinguished service professor is to enhance the quality of teaching in the college. The design of the contribution of the distinguished service professor, which may and probably should vary in each case, shall reflect this purpose and shall be set forth in writing for the approval of the board of trustees.)

The Visiting Specialist

A visiting specialist who may be appointed to a state college with a rank such as artist- or poet- or composer-in-residence shall be one who has achieved distinction in a field such as the arts, the humanities, the sciences, or public life. While the attainment of academic excellence in a given field is desirable, such appointment shall be made principally on the basis of the distinction the person has achieved in his chosen field. Such an appointment is to be in excess of faculty positions established in the faculty-student ratio. He may serve at the state college for a period not exceeding two years.

Emeritus

The board of trustees upon the recommendation of the president may provide emeritus status for a retiring president, dean, or professor, should it desire to recognize meritorious performance. Such a retiring faculty member shall have served a minimum of fifteen years in one or more of the state colleges and shall have held the rank in which he is to receive emeritus status a minimum of five years preceding the date of retirement. Such a faculty member shall have the right to attend and to speak at all faculty meetings. He shall have the usual faculty rights and privileges and may accept assignments to teach, to lecture, or to perform research for the college.

PROMOTIONS

Criteria for Promotion

Criteria for granting academic rank are set forth above. These criteria are important indicators of academic achievement. Such achievement is usually accompanied by intellectual growth and maturity. Most important, the academic achievement record is a reasonably objective measure. While this objective measure should be given weight in promotion decisions, it should not necessarily be the dominant factor. Decisions about promotions shall be governed by three broad and interrelated factors:

- 1) Effective teaching
- 2) Scholarly achievement
- 3) Contribution to college and community

Effective teaching need not be regarded as confined to the classroom; it certainly extends to guidance and counselling, formal and informal. Obviously, it rests on preparation and study which links it with the scholarly achievement which results in publication. But publication per se must not be taken for achievement worthy of academic recognition. This, or the reading of papers at societies, must be evaluated as would, for example, creative work in the fine arts. Contribution to the college and the community may include administrative or committee work at the departmental or the college level, participation in extracurricular work, activities in professional and learned societies, and consultant work. Activity should be judged in its relationship to the growth of the faculty member in his teaching and scholarly competence and/or to the growth of the college and the community. Paid professional work or other activities outside the college irrelevant to teaching, scholarship or usefulness within the college should not be regarded as the basis for academic reward. It cannot be emphasized too much that the above factors only suggest the general lines of a deliberate, searching and judicious evaluation of professional performance.

The Promotion Process

It is not expected that the promotion pattern or process will necessarily be the same at each of the colleges. In general, promotions should originate at the departmental level with full faculty participation. Whether any intermediate faculty and/or administrative review is required before presidential and trustee action is a matter for determination at the college level.

Limitations for Professional Classification

- A. Not more than thirty percent of a teaching faculty at any college shall be professors and distinguished service professors.
- B. Not more than fifty percent of a teaching faculty at any college shall be professors and associate professors.
- C. The foregoing should not be interpreted as providing quotas for any department or other division within a college.

SALARY SCHEDULE

Salary Schedule Regulations

- A. All appointments and reappointments are made in accordance with provisions of the salary schedule and the salary schedule regulations. The president of the college shall publish the salary schedule.
- B. The salary schedule of state colleges may be amended or revised by the Board of Higher Education. Modifications of the salary schedule must be properly recorded before becoming effective. Modifications requiring additional funds are not effected until funds have been made available.

Salary Schedule Increments

The president shall recommend to the board of trustees, after consultation with the department heads and other appropriate faculty and administrative officers, annual salary increments for faculty members according to the salary schedule, based upon performance and subject to the availability of funds.

Salary Scales for Evening Session and Summer Session

Salary scales for evening session and summer session shall be established by the Board of Higher Education, be properly recorded, and take effect when funds have been made available.

[Sections on "Teaching Load and Leaves" and "Miscellaneous" have been deleted.]

Salary Schedule of a Non-Public University
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[Name of Institution]
[Address]

Office of the President

April 2, 1969

REVISED SALARY SCHEDULES

A- Salary Schedule for Teaching Faculty Members (9 to 10 month engagement).

Professor	\$14,500 minimum for the first year in rank plus five (5) annual normal increments of \$700 each.
Associate Professor	\$11,500 minimum for the first year in rank plus five (5) annual normal increments of \$500 each.
Assistant Professor	\$ 8,600 minimum for the first year in rank plus five (5) annual normal increments of \$400 each.
Instructor	\$ 7,100 minimum for the first year in rank plus five (5) annual normal increments of \$300 each.

Terms and Conditions

1. The new minimums for each rank will become effective for the 1969-70 academic year. The full implementation of the annual normal increments will not be achieved until the 1970-71 academic year.
2. The salary schedule will apply only to those teaching faculty members who hold, without any qualification whatsoever, appointments to one of the four academic ranks - Professor, Associate Professor, Assistant Professor or Instructor.
3. The salary schedule applies to teaching faculty members retained after the normal retirement age only with regard to minimums.
4. The salary schedule applies to lay faculty only.
5. The University reserves the right to withhold the annual increment(s), in whole or in part, in individual cases where justified by circumstances.

B- Salary Schedule for Professional Librarians. (11 month engagement)

Librarian Grade I (equivalent rank of Professor)	\$15,375 minimum for the first year in rank plus five (5) annual normal increments of \$700 each.
Librarian Grade II (equivalent rank of Associate Professor)	\$12,200 minimum for the first year in rank plus five (5) annual normal increments of \$500 each.
Librarian Grade III (equivalent rank of Assistant Professor)	\$ 9,125 minimum for the first year in rank plus five (5) annual normal increments of \$400 each.
Librarian Grade IV (equivalent rank of Instructor)	\$ 7,530 minimum for the first year in rank plus five (5) annual normal increments of \$300 each.

Terms and Conditions

The salaries for professional Librarians are subject to the same terms and conditions as stated above under the salary schedule for teaching faculty members.

These salary schedules were approved by the Board of Trustees at its meeting of [date]. The Board, of course, reserves its right to review and adjust the salary schedules.

BASES FOR CLASSIFICATION

Those who qualify on the basis of the following standards will be considered for appointment or promotion:

1. Standards for the rank of professor.
 - a) A Doctor's degree from a fully accredited college or university. This degree must be in the field of the teaching assignment.
 - b) Six years of approved experience.
 - c) Evidence of scholarship as attested by research and publications. In the School of Law, a professional degree earned after the completion of the Bachelor's degree may be substituted for the Doctor's degree. In the School of Business Administration, the attainment of the C.P.A. may be similarly substituted.
2. Standards for the rank of associate professor.
 - a) A Doctor's degree from a fully accredited college or university. This degree must be in the field of the teaching assignment.
 - b) Four years of approved experience.
3. Standards for the rank of assistant professor.
 - a) A Doctor's degree from a fully accredited college or university. This degree must be in the field of the teaching assignment. Or,
 - b) A Master's degree in the field of the teaching assignment, plus a minimum of twenty-four additional credits in approved advanced study.
 - c) Two years of approved experience.
4. Standards for the rank of instructor.
 - a) A Doctor's degree from a fully accredited college or university, or a Master's degree plus two years of approved experience. The degree must be in the field of the teaching assignment.
5. Standards for the rank of lecturer.
 - a) Any person who has the qualifications listed in the standards for an instructor or one of the higher ranks may be appointed as a lecturer to serve on a part-time basis.
6. Standards for a graduate assistant.
 - a) The Bachelor's degree in the field of the assignment.
 - b) Evidence of high potential for laboratory instruction or for assisting in teaching.

SALARY SCHEDULE OF A NON-PUBLIC COLLEGE

1969-1970
FACULTY SALARY SCHEDULE

Rank Class	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t
Inst. I	5500				6300															
Asst. II	6440	6530	6620	6710	6800	6890	6980	7070	7160	7250	7340	7430	7520	7610	7700	7790	7880	7970		
Prof. III	6800	6900	7000	7100	7200	7300	7400	7500	7600	7700	7800	7900	8000	8100	8200	8300	8400	8500		
IV	7100	7200	7300	7400	7500	7600	7700	7800	7900	8000	8100	8200	8300	8400	8500	8600	8700	8800	8900	
Assoc. II	7200	7300	7400	7500	7600	7700	7800	7900	8000	8100	8200	8300	8400	8500	8600	8700	8800	8900	9000	
Prof. III	7500	7600	7700	7800	7900	8000	8100	8200	8300	8400	8500	8600	8700	8800	8900	9000	9100	9200	9300	
IV	8020	8140	8260	8380	8500	8620	8740	8860	8980	9100	9220	9340	9460	9580	9700	9820	9940	10060	10180	10300
Prof. III	8180	8310	8440	8570	8700	8830	8960	9090	9220	9350	9480	9610	9740	9870	10000	10130	10260	10390	10520	10650
IV	8900	9050	9200	9350	9500	9650	9800	9950	10100	10250	10400	10600	10800	11000	11200	11400	11600	11800	12000	12200
I.	Bachelor's Degree				II. Master's Degree				III. M.A., plus one year (usually 30 hours)				IV. Doctor's Degree or recognized equivalent							

This schedule takes into account the provisions of the faculty program for promotion, salary, and classification. No increase in salary is automatic. Raises in salary, unless granted by the trustees, are on the basis of the qualifications set forth for promotion and salary increases. When the salary schedule in its entirety is revised old steps are erased and an employee's position on the new schedule is at the salary figure he had on the previous schedule, and raises are calculated from that point. Steps, thus, are not automatic, but are arranged as a convenience in recognizing rank and promotion.

POLICIES RELATED TO FACULTY EMPLOYMENT,
CONTRACTS, RANK, PROMOTION, AND SALARIES

Board of Trustees

Selection and Employment of New Faculty

In the selection of faculty members to fill a vacancy or to expand a department, the Dean of Academic Affairs and the chairman of the academic division concerned, take the initiative to locate potential candidates, to secure information about them, and with the President to interview them. If the interview results are favorable, and terms of employment are agreed upon, a tentative contract is tendered to the candidate. At its next meeting, the Executive Committee will be asked to confirm the contractual arrangement.

Training and experience prior to [Name of Institution] is important in the initial appointment of faculty members, though no faculty member is brought in with the promise of promotion to follow. Promotion in rank after joining [Name of Institution's] faculty is on the basis of merit demonstrated in the six points under "Criteria for Advancement and Promotion".

Policies Related to Status of Returning Faculty

Determining the status of continuing faculty and staff is a year-round process. The Dean of Academic Affairs, in his many interviews with faculty members and department heads, is constantly counseling with them concerning their effectiveness and progress. The adopted policy on CRITERIA is the guide and standard by which effectiveness is judged. The counsel of the Academic-Administrative Council* is also sought by the President and Dean of Academic Affairs in the evaluation of the teaching effectiveness of every member of the faculty.

After the Trustee Executive Committee has approved a tentative budget figure available for salaries for next year, the Academic-Administrative Council suggests a possible basis or schedule for the allocation of this figure among the teaching faculty. Their own evaluations, continued graduate study, the Dean's recommendations, and other factors are considered by the Council.

When the Council has made its recommendation, the President and Dean of Academic Affairs prepare a list of specific person-by-person salary recommendations to be presented to the Trustee Committee on Education. This committee reviews these recommendations carefully with the privilege of suggesting modifications. The President then conveys the recommendations to the Executive Committee, which has the final authority to establish the contractual terms. This process also includes considerations of promotions in rank, tenure, or dismissal. Summaries of these decisions are presented to the Board by the President in March.

Promotion in Rank

It is to be remembered that promotions are not automatic. When promotion in rank or class occurs, a minimum salary increase of two steps shall be granted.

Promotion in class may be automatic with the attainment of degrees and/or necessary graduate hours, but promotion in rank is recommended only after several years of successful teaching during which the criteria for advancement and promotion are met in that rank, plus additional graduate training, unless the doctorate has already been attained. Usually this consideration for promotion may be as follows:

- 1) Appointment to the rank of instructor is considered to be a temporary one; however, the instructor who enters [Name of Institution] employment with a Master's degree may be considered for promotion at the completion of one year of successful teaching.
- 2) In general, it is expected that the assistant professor shall have attained the minimum academic qualification of the Master's degree, plus approved graduate work beyond this degree. Only in special academic fields or in the case of particular types of training

*The Academic-Administrative Council is a standing committee of the faculty, consisting of three professors elected by the faculty, the President, Dean of Academic Affairs. Its function is to assist the President and Dean of Academic Affairs in administering the faculty-personnel programs including tenure, rank, increments, promotion, and leaves of absence.

will one be placed in this rank with less than this academic training. After three to five years of successful teaching at the assistant professor level, one may qualify for consideration for promotion.

- 3) The associate professor should have attained an academic status which, if he does not already have a doctorate, places him well on the road toward it. Five to seven years teaching at the associate professor rank may qualify one for consideration for promotion.
- 4) The Doctor's degree or its equivalent is in most instances considered essential for the attainment of the rank of professor. The college recognizes, however, that there are certain fields of the educational program where other evidences of successful study and experience may be more relevant than the attainment of the Doctor's degree.

Criteria for Advancement and Promotion

- 1) Teaching Performance. Competence in the conduct of classes and seminars, including the ability to lecture, lead discussion, to make appropriate assignments of work, to direct laboratory work if a part of the course, to organize the general program of the course, and to evaluate student achievement.

Effective group relations with students in providing academic guidance, eliciting group cooperation, stimulating intellectual curiosity and growth, and engendering enthusiasm for learning.

Development of adequate teaching aids, including course outlines, syllabi and/or textbooks, demonstrations, charts or other visual devices, and the organization of appropriate laboratory facilities.

- 2) Effective Counseling. At [Name of Institution] teacher-student relationships are emphasized, not only in the classes but also with each student. Such virtues as tact, friendliness and emotional stability weigh importantly in this factor.
- 3) Professional Growth and Leadership. This factor cannot be judged in isolation, but more effective as it is evidenced in the various aspects of the total profile. It is a kind of transcendent requirement which emphasizes the promotion of a faculty member on the basis of such tangible evidence of continuing growth which is recognized in leadership within his field and the community. The attainment of advanced degrees, attendance at professional conventions, research and writing, recognition in his field are evidences pointing in that direction. Advancement to the full professor rank should indicate considerable achievement in these areas.

This factor may be further reflected in the degree to which a person inspires his associates by his ability to cooperate with others, and to inspire in them a full measure of cooperation.

- 4) Research and Professional Activity. Although in [The Institution's] program less emphasis is given to research than in a university, it is important to remember that a major factor in determining a faculty member's merit is the contribution he makes to professional leadership. This contribution may be evidenced by recognized studies and reports which an individual makes himself, through a group, or in a recognized professional society, whether published or unpublished. Research, publication of articles, and other professional presentations should increase one's effectiveness as a teacher and indicate steps in professional growth.
- 5) Service to the College. Examples of service to the college are as follows: participation in departmental and college committees, leadership in advisory positions, and representing the college to off-campus groups. A faculty member is expected, as a good academic citizen, to be concerned with the problems and supervision of his department, and to be involved in the total college program. The degree of participation is expected to increase with the promotion in rank. For these reasons, such service is recognized as a factor leading to advancement and promotion only to the extent that it is above average in quality and responsibility.
- 6) Community Activity. Service to the community is recognized as a factor for promotion to the extent that it (a) improves the professional standing of the individual and/or (b) contributes to the advancement of the college. Since every faculty member is expected to be a good citizen, his personal hobbies and recreational pursuits are not considered in relation to promotion.

General Considerations

Certain principles are emphasized in the operation of this program: (a) frequent consultation between the Dean of Academic Affairs and the individual member regarding his effectiveness and growth and between the Dean of Academic Affairs and the heads of curricular areas who work with faculty members and (b) careful consideration of merit by means of an adequate rating procedure. It is the responsibility of the faculty member to continually undergo self-evaluation in accordance with the established criteria. Further evaluation according to these criteria will then be made by a joint Academic-Administrative Council of five consisting of three full professors elected by the faculty, (one selected each year to serve for a three-year term), the Dean of Academic Affairs, and the President of the College.

These evaluations and recommendations of the Council will be used in making nominations for promotion and suggestions for salary increments.

Research Reports

- 1968-R3 Head Start Programs Operated by Public School Systems, 1966-67. 42 p. \$1.00. #435-13346.
- 1968-R6 Nursery School Education, 1966-67. 48 p. \$1.00. #435-13352.
- 1968-R11 Selected Statistics of Local School Systems, 1966-67. 119 p. \$2.25. #435-13362.
- 1968-R15 State Minimum Salary Laws for Teachers, 1968-69. 43 p. \$1.00. #435-13372.
- 1969-R6 Kindergarten Education in Public Schools, 1967-68. 56 p. \$1.25. #435-13394.
- 1969-R7 24th Biennial Salary Survey of Public-School Professional Personnel, 1969. 346 p. \$5.00. #435-13396.
- 1969-R8 Grievance Procedures for Teachers in Negotiation Agreements. 37 p. \$1.00. #435-22882.
- 1969-R9 Paid Leave Provisions for Teachers in Negotiation Agreements. 95 p. \$1.75. #435-22884.
- 1969-R12 High Spots in State School Legislation, January 1-August 31, 1969. 122 p. \$2.25. #435-22890.
- 1969-R15 Estimates of School Statistics, 1969-70. 38 p. \$1.00. #435-22896.
- 1970-R1 Rankings of the States, 1970. 74 p. \$1.50. #435-25430.
- 1970-R2 Maximum Salaries Scheduled for School Administrators, 1969-70. 98 p. \$2.00. #435-25432.
- 1970-R3 Economic Status of the Teaching Profession, 1969-70. 68 p. \$1.25. #435-25434.
- 1970-R4 Salary Schedule Supplements for Extra Duties, 1969-70. 66 p. \$1.25. #435-25436.
- 1970-R5 Salary Schedules for Principals, 1969-70. 82 p. \$1.50. #435-22928.
- 1970-R6 Salaries in Higher Education, 1969-70. 94 p. \$1.50. #435-22930.
- 1970-R7 Staff Salaries, State Departments of Education, 1969-70. 61 p. \$1.50. #435-22934.
- 1970-R8 The Teacher's Day in Court: Review of 1969. 57 p. \$1.50. #435-22940.
- 1970-R9 The Pupil's Day in Court: Review of 1969. 87 p. \$2.00. #435-22942.
- 1970-R10 High Spots in State School Legislation, January 1-August 31, 1970. 87. \$2.00. #435-25458.
- 1970-R11 Faculty Salary Schedules in Community-Junior Colleges, 1969-70. 48 p. \$1.25. #435-25454.
- 1970-R12 Salary Schedules for Teachers, 1970-71. 127 p. \$3.00. #435-25456.
- 1970-R13 Faculty Salary Schedules in Colleges and Universities, 1969-70. 45 p. \$1.25. #435-25458.
- 1970-R14 Teachers Supply and Demand in Public Schools, 1970. 77 p. \$1.75. #435-25460.

Research Summaries

- 1966-S1 Inservice Education of Teachers. 19 p. 60¢. #434-22802.
- 1966-S2 Homework. 12 p. 30¢. #434-22804.
- 1967-S1 School Dropouts. 55 p. 75¢. #434-22808.
- 1968-S1 Class Size. 49 p. \$1.00. #434-22810.
- 1968-S2 The Rescheduled School Year. 38 p. \$1.00. #434-22812.

1968-S3 Ability Grouping. 52 p. \$1.00. #434-22814.

1970-S1 Marking and Reporting Pupil Progress. 55 p. \$1.25. #434-22854.

Research Memos

1969-8 Index Salary Schedules for Teachers, 1968-69. March 1969. 15 p. 45¢. #431-22822.

1969-10 Professional Growth Requirements Specified in 1968-69 Salary Schedules. May 1969. 15 p. 45¢. #431-22832.

1969-11 Use of Teacher Aides, 1968-69. May 1969. 15 p. 45¢. #431-22830.

1969-13 Salary Schedule Provisions for Non-Clerical Support Personnel, 1968-69. July 1969. 21 p. 60¢. #431-22856.

1969-20 Scheduled Salaries for School Office Personnel, 1968-69, Reporting Systems with Enrollments of 6,000 or More. July 1969. 17 p. 50¢. #431-22870.

1969-22 Leaves of Absence Provisions for Teachers, 1968-69. October 1969. 23 p. 65¢. #431-22874.

1969-25 Salaries Paid Secretarial and Clerical Personnel in Public Schools, 1966-67 Through 1968-69. October 1969. 11 p. 35¢. #431-22880.

1969-27 Teacher Strikes and Work Stoppages. December 1969. 11 p. 35¢. #431-22902.

1970-1 Average Salary of Instructional Staff in Public Schools, by State: 1939-40 to 1969-70. January 1970. 1 p. 10¢. #431-22906.

1970-3 Beginning Salaries for College Graduates, June 1970. January 1970. 7 p. 25¢. #431-22904.

1970-4 Placement of Newly Appointed Experienced Teachers on Salary Schedules, 1969-70. April 1970. 38 p. 80¢. #431-22910.

1970-6 Pupil-Staff Ratios, 1968-69. March 1970. 14 p. 40¢. #431-22908.

1970-7 Merit Provisions in Teachers' Salary Schedules, 1969-70. April 1970. 9 p. #431-22912.

1970-10 Salaries Paid Superintendents, 1962-63 to 1969-70. May 1970. 27 p. 70¢. #431-22914.

1970-11 Salary Schedule Provisions for Full-Time Guidance Counselors, 1969-70. May 1970. 25 p. 70¢. #431-22916.

1970-12 Salary Schedule Provisions for Substitute Teachers, 1969-70. May 1970. 12 p. 35¢. #431-22918.

1970-13 Adult Education Statistics, 1968-69. June 1970. 17 p. 50¢. #431-22920.

1970-14 Special Days and Weeks Schools Sometimes Observe. June 1970. 7 p. 25¢. #431-22922.

1970-15 Salary Schedule Provisions for School Nurses, 1969-70. July 1970. 6 p. 20¢. #431-22926.

1970-16 Scheduled Salaries for Department Heads, 1969-70. July 1970. 13 p. 40¢. #431-22858.

1970-17 Requirements for Horizontal Advancement on Teachers' Salary Schedules, 1969-70. August 1970. 18 p. 50¢. #431-22932.

1970-18 Index to NEA Research Division Publications Currently Available. August 1970. 26 p. 70¢. #431-22936.

1970-19 Teacher Strikes, Work Stoppages, and Interruptions of Service, 1969-70. 13 p. 40¢. #431-22938.

1970-21 Some of the Highest Salaries Scheduled for Teachers, 1970-71. November 1970. 11 p. 35¢. #431-25490.

1970-22 Minimum Annual Salaries for Teachers. November 1970. 3 p. 15¢. #431-25492.

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